

The City of Takoma Park

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Suzanne Ludlow, Acting City Manager

April 8, 2013

Honorable City Councilmembers:

I am pleased to present for your review and consideration my recommended budget for the City of Takoma Park for Fiscal Year (FY) 2014. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important action that the City Council takes each year.

As is the tradition of Takoma Park, I have prepared the proposed budget for FY 2014 with a focus on the long-term financial health of the City. Guiding financial principles included the following:

- Maintenance of adequate financial reserves to address timing differences in the City's receipt of monies and to avoid any disruption in services caused by a decline in a significant revenue source;
- Maintenance of Takoma Park's infrastructure, the City's vehicle and equipment fleet, and City facilities, both now and in the future; and,
- Use of reserve funds to fund only non-recurring initiatives or capital projects.

Within these constraints, I have endeavored to meet the Council's goals to provide improved services to the residents, encourage appropriate economic development, and create a more environmentally sustainable community.

A year ago, the budget climate was very uncertain and the Council decided to leave unappropriated approximately \$1.4 million in funds, with the intention of revisiting its use mid-year. Beginning in November 2012, the Council held several work session discussions concerning the unappropriated funds and to consider budget priorities for the FY 2014 budget. I found the discussions very helpful in preparing this proposed budget.

This year, there is still a great deal of economic uncertainty. Federal budget sequestration could have significant impacts on the economic health of the Washington, D.C. region in the coming months. Final decisions on municipal tax duplication formulas in Montgomery County may take another year. And, decisions regarding future amounts of Maryland Highway User Revenue for

municipalities may be made later this year after the Maryland General Assembly has completed its 2013 Legislative Session.

A positive step for the long-term health of the City of Takoma Park came with the recent adoption of the Maryland Transportation Infrastructure Investment Act of 2013. The State's commitment to transportation infrastructure improvements, including the Purple Line light rail transit system, means that the City's economic development plans will now have a much surer footing.

The recent recession has taken its toll on our community. For the first time in many years, the City's Constant Yield Tax Rate increased due to a decline in the value of real property in Takoma Park. Real property is reassessed every three years and was done this year in Takoma Park. Based on this and other information, the Maryland Department of Assessments and Taxation notified the City that Takoma Park's property tax rate would need to increase from 58 cents per \$100 valuation to 60.2 cents per \$100 valuation just to net the same amount of property tax revenue as in FY 2013. The decrease in revenue reflects the uncertain regional economy and is an indication that residents may have financial challenges.

For these reasons, my proposed budget maintains the 58 cents per \$100 valuation property tax rate. I am proposing an increase in staffing, but have been careful to keep ongoing expenses funded by ongoing revenue. In this proposed budget, \$899,000 (above the recommended minimum \$3 million reserve level) has been left unappropriated. The Council may choose to appropriate some or all of this amount during the budgeting process and may choose to leave some or all of the amount to be considered for appropriation later in Fiscal Year 2014. The funds should not be appropriated for ongoing expenses unless a source of ongoing revenue is identified.

For the most part, the proposed budget is very similar to that of the current year, given the continued economic uncertainty. However, the following new elements are proposed for FY 2014:

- The creation of a part-time, two year contract position to coordinate and provide services to seniors, persons with disabilities and others. This position is a key part of a pilot program coordinating City staff, County agencies and nonprofits to help residents receive needed services. It will also help support "villages" and other similar organizations that have been developing within the Takoma Park community. During the second year, the position and program will be evaluated to determine the structure that would be most appropriate if the program were to continue.
- In recognition of what has become ongoing, regular work providing audio visual technical services for City TV and the Auditorium, two full-time AV Specialist positions are being created. A concomitant reduction in hours by part-time and contract staff will occur. Funds to pay for the City TV staff and some Information Technology staff time are expected to come from a renegotiated agreement with Montgomery County regarding cable franchise revenue.

- A part-time administrative assistant position is proposed for the Information Technology Division, allowing the technical staff more time to devote to the ever-increasing technical workload.
- An amount \$100,000 above the amount recommended by the Plan's actuary is proposed to be contributed to the City of Takoma Park Police Employees' Retirement Plan.
- Funds are proposed to be allocated for economic development efforts in the Takoma Junction area and for environmental initiatives to be identified in the Sustainability Action Plan now in preparation. The Council may wish to allocate additional funds to economic development efforts in the Takoma-Langley Crossroads area and along New Hampshire Avenue to build on the State's recent funding commitment for the Purple Line. The Council may also wish to revisit its restriction on the allocation of City funds for the Flower Avenue Green Street project to be able to install more of the plan's components and leverage additional State funding.
- Funds are proposed to be allocated for an assessment of the City's Information Technology functions to determine the extent to which the City's computer hardware and software assets are appropriate for the City's needs in the coming years.
- Also proposed is a small amount of funding for a visioning process regarding the future role of the Takoma Park Maryland Library.

It should be noted that staff was added late in FY 2013 to allow the Takoma Park Library, Computer Learning Center and Community Center to open on Sundays beginning in May. Plans were also changed mid-year to convert a full-time position that was to both supervise police communications (dispatch) functions and coordinate emergency management activities to a full-time communications supervisor and a part-time emergency management coordinator.

The staff and I look forward to working with the Council to finalize a budget for FY 2014 that meets the expectations of City residents, enhances the Takoma Park community, and helps set the course for a bright future in Takoma Park.

On a personal note, I would like to thank the Council and the City's management team and budget staff for the assistance each has provided as I have served the City as Acting City Manager. Finance Director Yovonda Brooks and Budget Specialist Daisy Ling are simply wonderful to work with. Preparing a budget is always a major effort, but the assistance I have received from everyone has allowed the process to be handled smoothly. Thank you.

Sincerely,

Suzanne Ludlow

Suzanne Ludlow
Acting City Manager

FY 2014 Budget at a Glance

- Total revenues (all funds) of \$23,737,261.
- Total expenditures (all funds) of \$25,497,116.
- Total General Fund revenues of \$21,475,884.
- Total General Fund expenditures of \$23,319,726.
- Assessable real property base (net) projected to decrease by approximately \$72 million or 3.6 percent from FY13.
- Real property tax rate remains at \$0.58 per \$100 of assessed valuation. Real property tax revenues decrease by \$276,849 compared to FY13 budgeted revenues.
- Tax duplication payments from Montgomery County remain the same as FY 13.
- Staffing levels increase by approximately 6 full-time equivalents. The increase includes two new full-time AV Specialists and several part-time positions or conversions from part-time positions to full-time positions within the Library, Recreation, Police, General Management and Information Technology.
- Anticipated General Fund expenditures of \$955,000 for gateway and street improvements. General Fund expenditures also include \$596,000 for the Flower Avenue Green Street Project to be paid for with a payment from the State Highway Administration.
- Continued funding (\$166,000) for the City's local supplement to the State Homeowner Property Tax Credit Program.
- Contributions of \$1,300,000 to the Equipment Replacement Reserve and \$250,000 to the Facility Maintenance Reserve.
- Continued financial support for Main Street Takoma (\$30,000), and the Takoma Park Independence Day Committee (\$15,000). Continued financial support for emergency assistance services (\$25,000) to supplement donations made through the stormwater management fee billing.
- Support for the Crossroads Community Food Network (\$20,000), the Takoma Park festivals (\$12,000-Recreation and \$10,000-Non-departmental), and \$125,000 for the Large Community Grant Program.
- Funding in the amount of \$190,000 for sustainability initiatives.
- Expenditures of \$448,900 for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches.
- Various grant-funded projects in the amount of \$296,377 accounted for in the Special Revenue Funds. Projects include programming to enhance the safety of children coming to and from school and continuation of the commercial façade program
- Anticipated expenditure of \$1,432,113 from speed camera revenues. Expenditures include payment to the program contractor, funding of certain public safety positions, and police equipment, including \$315,000 for field radio equipment.
- Additional \$100,000 above the required actuarial employer contributions to the Police Retirement Plan.

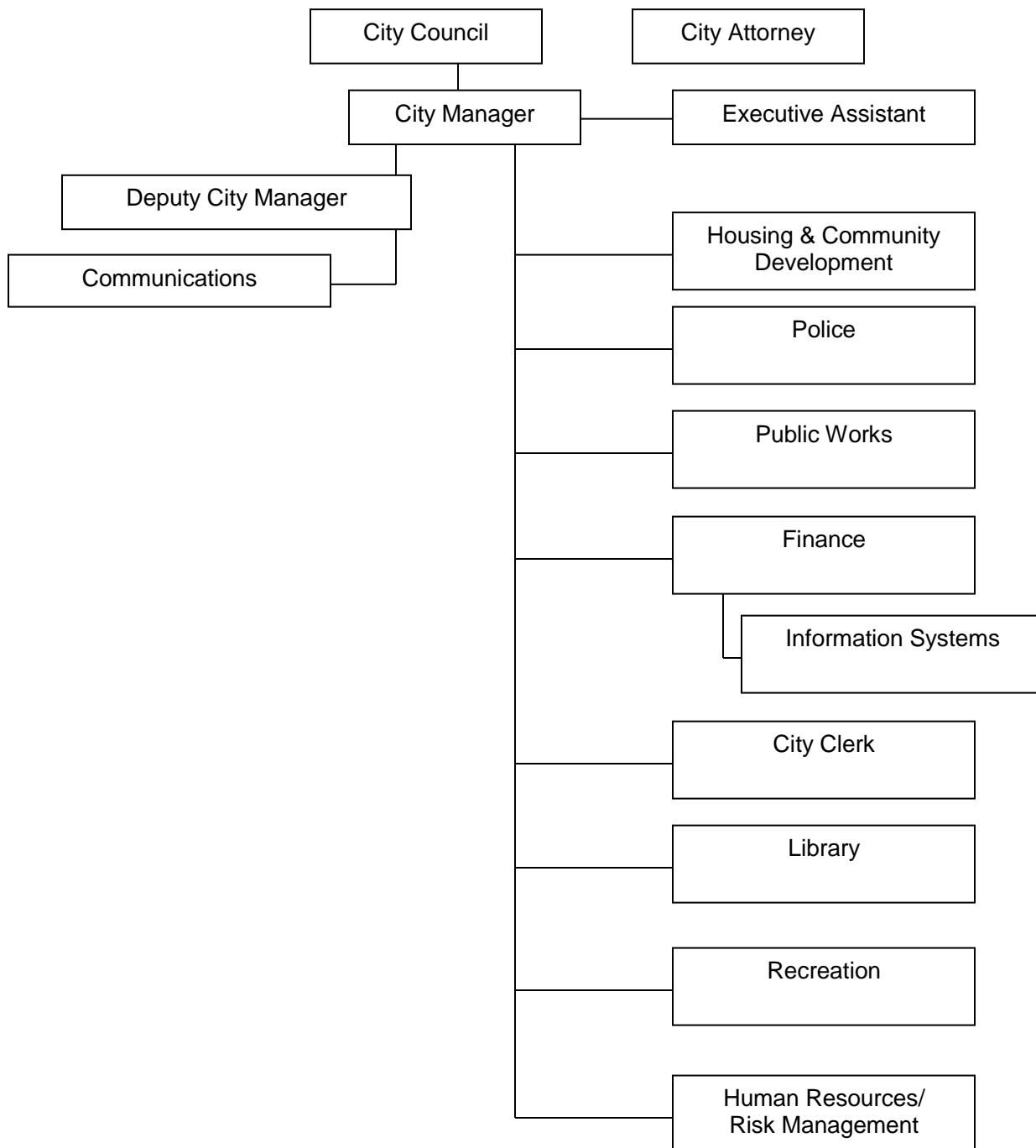
Full-Time Equivalents (FTEs) Personnel Schedule

Staffing Summary by Department or Fund	Actual FY09	Actual FY10	Actual FY11	Adopted FY12	Adopted FY13	Proposed FY 14
General Government	18.00	18.00	16.50	16.50	16.88	16.95
Police	60.87	57.44	54.99	54.99	55.09	58.83
Public Works	32.63	32.63	32.25	32.25	32.85	32.85
Recreation	19.19	19.67	18.22	17.79	17.73	19.76
Housing and Community Development	9.50	10.25	9.38	9.38	10.66	10.66
Communications	3.00	3.00	2.00	2.00	2.00	4.00
Library	9.50	9.50	8.78	8.78	9.00	10.16
Stormwater Management	0.75	0.75	0.75	0.75	1.15	1.15
Special Revenue	-	0.50	1.87	1.16	0.40	0.19
Speed Camera	-	2.75	3.00	4.13	6.26	3.00
Total	153.44	154.49	147.74	147.73	152.02	157.55

Organizational Chart

The City of Takoma Park, Maryland

Residents of Takoma Park



Financial Structure Overview

The FY14 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

General Fund

The General Fund is the general operating fund of the City. Fund expenditures include basic City services, such as police protection, street maintenance, and recreation. Administrative services, such as human resources and financial management, are also accounted for in the General Fund.

The General Fund is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). This requires that the modified accrual method of accounting be used to record revenues and expenditures. Revenues are recognized when subject to accrual (i.e., when they become measurable and available). "Measurable" means that the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities for the same period. Revenues subject to accrual are property taxes and investment income. User charges, fines and forfeitures, permits, and miscellaneous revenues are not subject to accrual because generally they are not measurable until received in cash.

A key element of the budget is the projected ending fund balance. The fund balance represents the unappropriated accumulation of the difference between actual revenues and expenditures. The source and timing of revenues dictate the level of fund balance necessary to avoid cash shortages in normal day-to-day operations. The City recognizes the need to establish and to maintain adequate reserves to avoid any disruption in services caused by a decline in a significant revenue source and to address timing differences in the receipt of monies.

Stormwater Management Fund

The City is responsible for providing stormwater management services. These services, which are directed by the Public Works Department, include the construction, maintenance and repair of storm drains, inlets, channels, and ditches. Additionally, the City ensures compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

Special Revenue Funds

The City receives a variety of grants that provide funding for law enforcement, community revitalization, parks development, and infrastructure improvements. The City utilizes Special Revenue Funds to account for revenue and expenditure activity attributable to the specific projects funded by these grants. Some grants require a funding match, which is reflected as an operating transfer from the General Fund to the Special Revenue Funds.

Speed Camera Fund

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. By State law, program revenues are restricted and cannot be used to fund general City operations. They may be used for purposes that improve public safety.

Combined Statement of Revenues, Expenditures, and Changes in Fund Balance - All Governmental Funds For the Fiscal Year Beginning July 1, 2013

	<u>General Fund</u>	<u>Stormwater Management Fund</u>	<u>Special Revenue Funds</u>	<u>Speed Camera Fund</u>	<u>Total</u>
FY 2014 Revenues	21,475,884	431,900	321,877	1,507,600	23,737,261
FY 2014 Expenditures	23,319,726	448,900	296,377	1,432,113	25,497,116
Excess (deficiency) of revenues over expenditures	(1,843,842)	(17,000)	25,500	75,487	(1,759,855)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	(14,500)	-	14,500	-	-
Total Other Financing Sources (Uses)	(14,500)	-	14,500	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,858,342)	(17,000)	40,000	75,487	(1,759,855)
Fund Balance					
Beginning of year	10,602,894	288,706	2,185,025	120,902	13,197,527
End of year	8,744,552	271,706	2,225,025	196,389	11,437,672

FY14 Budget Combined Revenues by Fund

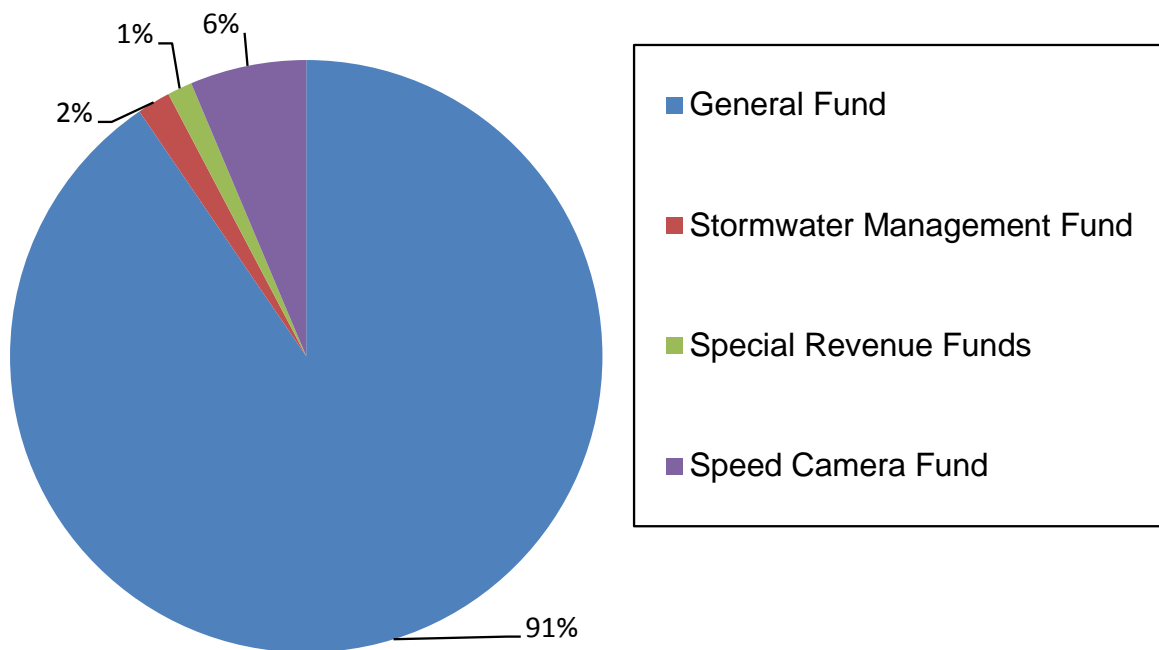
TOTAL \$23,737,261

General Fund \$21,475,884

Stormwater Management Fund \$431,900

Special Revenue Funds \$321,877

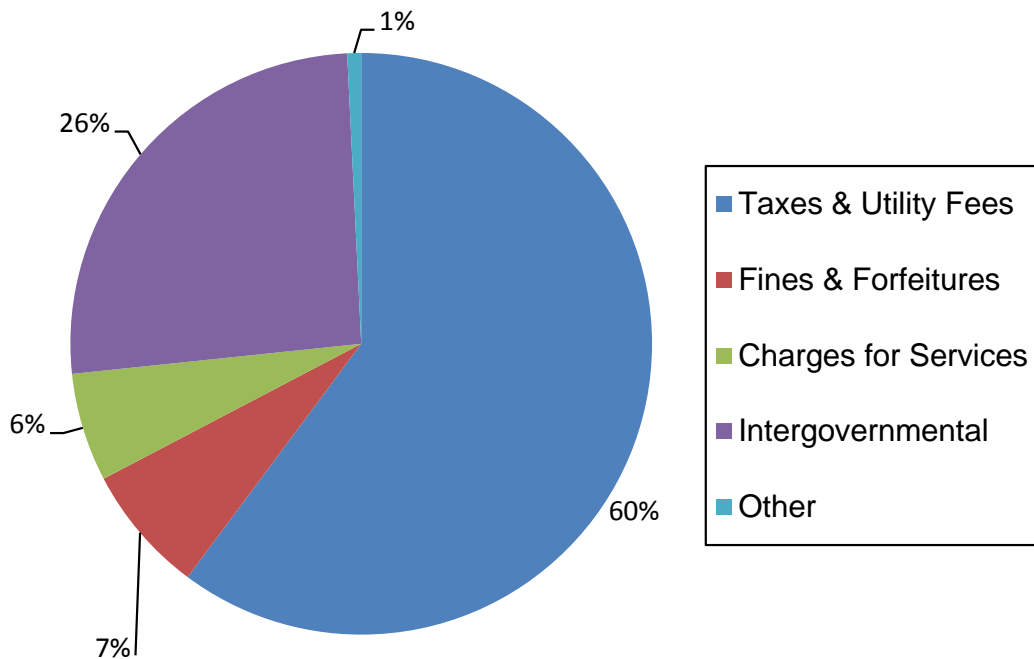
Speed Camera Fund \$1,507,600



FY14 Budget Combined Revenues by Type All Funds

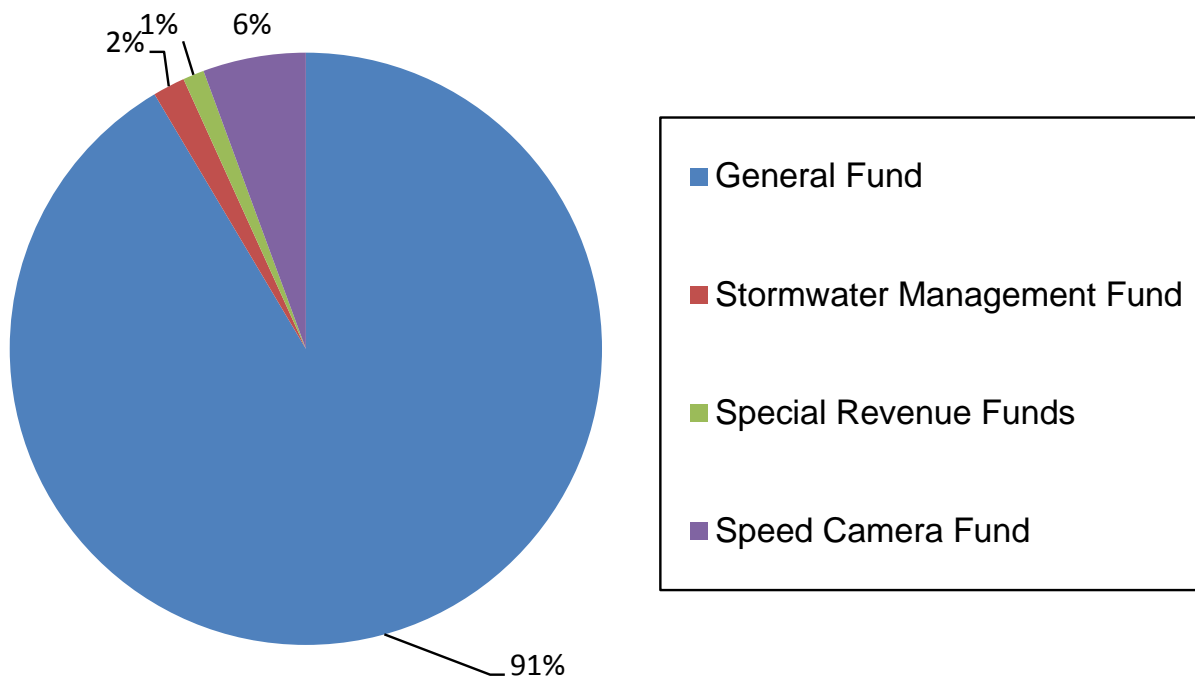
TOTAL \$23,737,261

Taxes & Utility Fees	\$14,285,538
Fines & Forfeitures	\$1,694,500
Charges for Services	\$1,430,930
Intergovernmental	\$6,143,289
Other	\$183,004



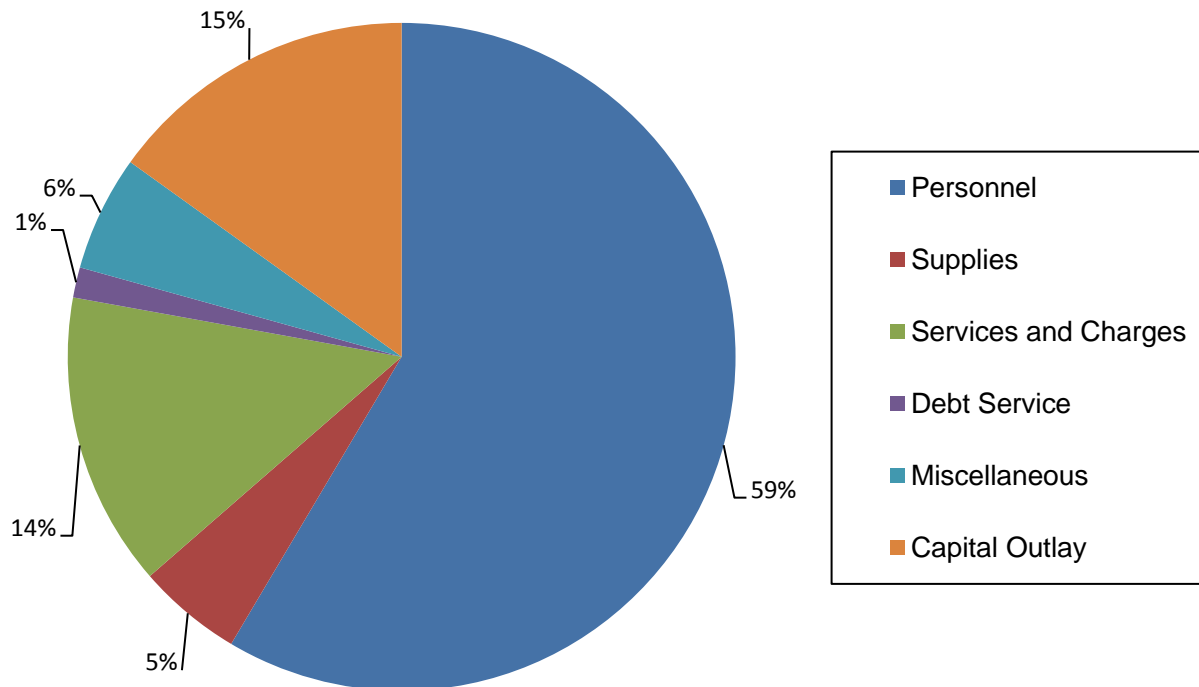
FY14 Budget Combined Expenditures by Fund

TOTAL	\$25,497,116
General Fund	\$23,319,726
Stormwater Management Fund	\$448,900
Special Revenue Funds	\$296,377
Speed Camera Fund	\$1,432,113



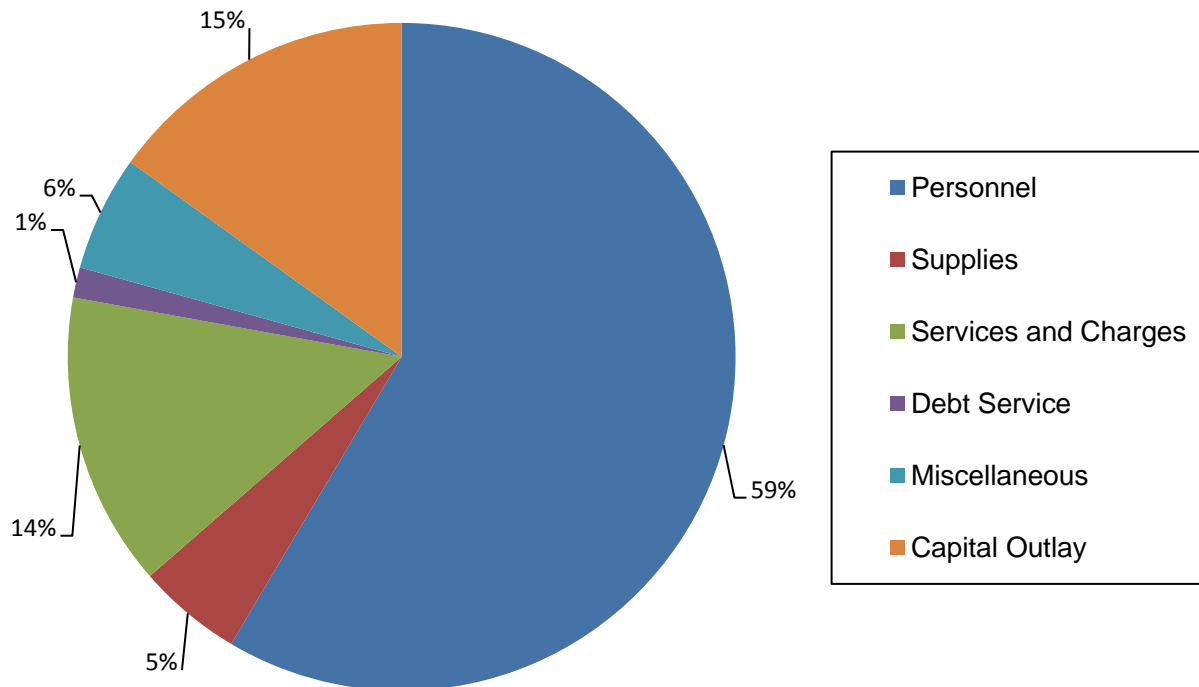
FY14 Budget Combined Expenditures by Type

TOTAL	\$25,497,116
Personnel	\$14,922,571
Supplies	\$1,292,621
Services and Charges	\$3,634,229
Debt Service	\$373,529
Miscellaneous	\$1,426,324
Capital Outlay	\$3,847,842



FY14 Budget Combined Expenditures by Type

TOTAL	\$25,497,116
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General Fund Summary

	<u>Audited FY10</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Adopted FY13</u>	<u>Estimated FY13</u>	<u>Proposed FY14</u>
<u>REVENUES</u>						
Taxes and utility fees	13,287,014	13,751,914	14,404,183	14,291,337	14,168,775	14,285,538
Licenses and permits	75,030	78,664	81,235	71,904	71,904	72,604
Fines and forfeitures	209,408	253,694	197,814	207,000	177,500	188,500
Use of money and property	73,680	44,111	47,044	44,000	35,000	35,000
Charges for service	986,138	989,821	1,080,058	982,125	1,046,456	1,009,030
Intergovernmental	4,583,828	4,304,639	4,311,758	5,609,571	5,566,820	5,821,412
Miscellaneous	139,498	137,121	146,910	82,375	89,746	63,800
Total Revenues	19,354,596	19,559,964	20,269,002	21,288,312	21,156,201	21,475,884
<u>EXPENDITURES</u>						
General Government	2,493,621	2,290,748	2,343,026	2,582,553	2,215,219	2,625,671
Police	5,982,158	5,821,798	5,974,865	6,050,272	5,859,282	6,744,460
Public Works	3,788,121	3,728,947	3,638,463	4,233,260	3,757,365	4,376,908
Recreation	1,175,477	1,267,910	1,157,610	1,398,007	1,226,218	1,532,380
Housing and Community Development	1,267,039	1,150,502	1,176,412	1,499,551	1,322,712	1,533,660
Communications	379,610	305,977	327,657	347,579	320,758	442,650
Library	985,522	933,559	959,612	1,049,998	1,019,895	1,166,877
Non-Departmental	2,421,020	899,803	785,613	952,956	891,694	1,115,749
Capital Outlay	965,830	3,033,129	2,362,840	1,230,810	1,118,788	3,407,842
Debt Service	878,404	1,179,855	2,143,407	1,571,821	1,534,431	373,529
Total Expenditures	20,336,802	20,612,228	20,869,505	20,916,807	19,266,362	23,319,726
Excess (deficiency) of revenues over expenditures	(982,206)	(1,052,264)	(600,503)	371,505	1,889,839	(1,843,842)
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	1,400,000	1,500,000	-	-	-	-
Capital lease	-	-	-	-	-	-
Sale of property	-	-	-	-	-	-
Operating transfers in (out)	(3,625)	(7,502)	(91,640)	(377,500)	(370,400)	(14,500)
Total Other Financing Sources (Uses)	1,396,375	1,492,498	(91,640)	(377,500)	(370,400)	(14,500)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	414,169	440,234	(692,143)	(5,995)	1,519,439	(1,858,342)
<u>FUND BALANCE</u>						
Beginning of year	8,921,195	9,335,364	9,775,598	9,083,455	9,083,455	10,602,894
End of year	9,335,364	9,775,598	9,083,455	9,077,460	10,602,894	8,744,552

General Fund Fund Balance Projection Detail

	<u>As Of</u> <u>July 1, 2012</u>	<u>Additions</u>	<u>Deletions</u>	<u>As Of</u> <u>June 30, 2013</u>	<u>Additions</u>	<u>Deletions</u>	<u>As Of</u> <u>June 30, 2014</u>
Emergency Reserve	414,963	-	-	414,963			414,963
Equipment Replacement Reserve	2,194,858	1,000,000	361,220	2,833,638	1,300,000	685,742	3,447,896
WSSC Contribution for Future Street Work	224,978	-	-	224,978			224,978
Facility Maintenance Reserve	250,250	250,000	-	500,250	250,000		750,250
NonSpendable-Prepaid, Deposits, Inventory	464,978		456,533	8,445		1,260	7,185
Total Reserved/NonSpendable Fund Balance	3,550,027	1,250,000	817,753	3,982,274	1,550,000	687,002	4,845,272
Total Unreserved Fund Balance	5,533,428	1,087,192		6,620,620		2,721,340	3,899,280
Total Fund Balance	9,083,455			10,602,894			8,744,552

General Fund Revenues

<u>REVENUES BY SOURCE</u>	<u>Audited FY10</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Adopted FY13</u>	<u>Estimated FY13</u>	<u>Proposed FY14</u>
Taxes and Utility Fees						
Real Property	10,556,622	10,858,055	11,237,329	11,502,026	11,220,964	11,225,177
Personal Property	311,657	299,525	284,730	312,480	312,480	337,900
RR and Public Utilities	158,355	161,139	162,088	175,526	175,526	171,130
Penalties and Interest	61,172	62,267	63,142	61,000	48,000	55,000
Admission and Amusement	614	514	1,100	600	600	600
Additions and Abatements	-	-	(71,150)	3,500	25,000	(10,000)
Highway	60,210	43,931	131,098	86,205	86,205	291,231
Income Tax	2,138,384	2,326,483	2,595,845	2,150,000	2,300,000	2,214,500
Total--Taxes and Utility Fees	13,287,014	13,751,914	14,404,182	14,291,337	14,168,775	14,285,538
Licenses and Permits	75,030	78,664	81,235	71,904	71,904	72,604
Fines and Forfeitures	209,408	253,694	197,814	207,000	177,500	188,500
Use of Money and Property	73,680	44,111	47,044	44,000	35,000	35,000
Charges for Services						
Inspection Fees	291,793	310,426	303,091	303,850	312,000	309,000
Public Parking Facilities	43,904	54,950	67,026	60,000	70,000	70,000
Waste Collection & Disposal Charges	63,974	71,237	73,719	71,500	76,481	75,000
Recreation Programs and Services	278,845	428,184	493,344	423,500	462,968	428,000
Library Fines and Fees	29,579	29,236	30,824	34,825	37,322	40,000
Passport Services	21,725	25,550	42,650	25,000	35,000	35,000
WSSC	179,991	-	-	-	-	-
Copying	5,945	5,818	6,120	5,000	2,200	1,500
Telephone Commissions	64	60	42	50	25	30
Special Trash Pickup	8,880	8,195	8,030	10,000	10,000	10,000
Parking Lot Lease--County	12,000	10,000	-	-	-	-
Recyclable Sales	6,047	10,796	12,720	10,000	5,000	5,000
Mulch Sales	25,581	26,499	26,575	20,000	20,000	20,000
Advertising--Bus Shelters	12,714	3,670	10,661	13,000	10,000	10,000
Farmer's Market	5,096	5,200	5,256	5,400	5,460	5,500
Total--Charges for Services	986,138	989,821	1,080,058	982,125	1,046,456	1,009,030
Intergovernmental Revenues						
Police Protection (State)	261,254	261,254	261,254	261,254	261,254	431,752
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	120,155	100,950	95,900	151,320	127,618	108,810
Police Rebate	799,976	881,162	897,493	949,860	927,663	916,295
In Lieu of Police	2,322,023	1,973,720	1,983,590	2,869,132	2,868,931	2,515,147
In Lieu of Roads Maintenance	442,624	376,230	376,230	420,737	420,737	743,199
In Lieu of Parks Maintenance	72,229	61,395	61,395	68,788	68,788	72,913
In Lieu of Crossing Guard	163,193	138,714	138,714	155,187	155,187	182,384
Takoma/Langley Rec. Agreement	125,000	93,750	79,670	87,650	87,650	87,650
Hotel Motel Tax	73,685	81,765	85,396	86,000	86,000	85,000
Cable Franchise Fees	146,320	261,686	245,246	198,000	198,000	247,619
Cable--Operating	51,726	68,370	71,227	72,000	73,349	425,000
Chesapeake Bay Trust Grant	-	-	10,000	8,000	10,000	-
State Highway/County Green Project	-	-	-	276,000	276,000	-
Total--Intergovernmental Revenues	4,583,828	4,304,639	4,311,758	5,609,571	5,566,820	5,821,412

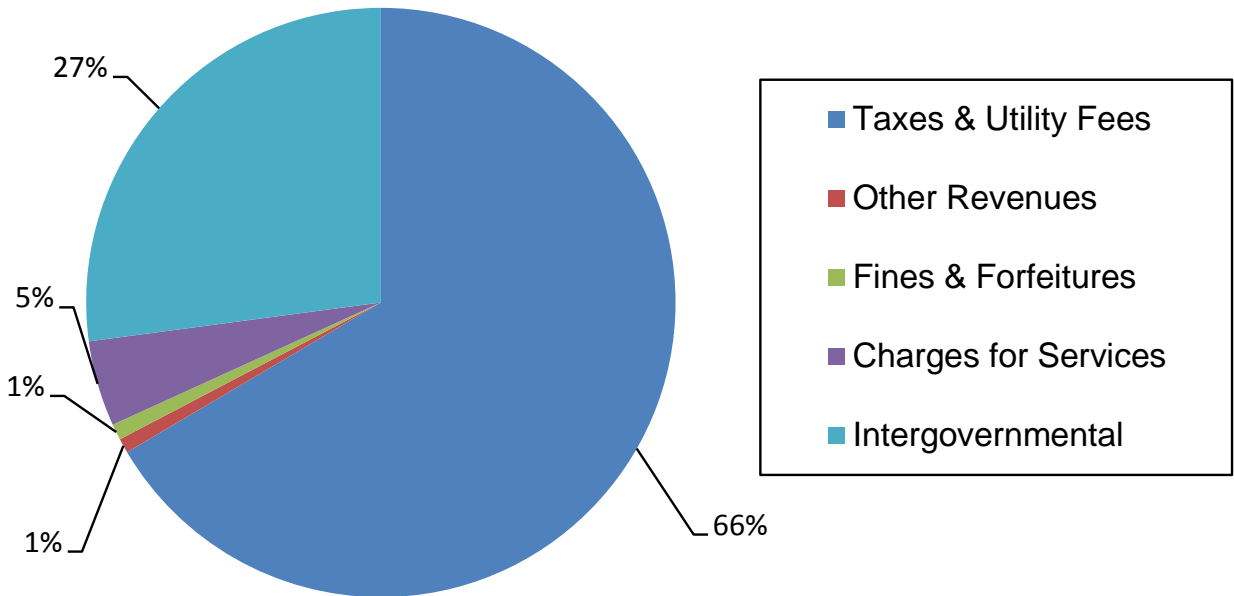
General Fund Revenues

(continued)

<u>REVENUES BY SOURCE</u>	<u>Audited FY10</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Adopted FY13</u>	<u>Estimated FY13</u>	<u>Proposed FY14</u>
Miscellaneous						
Tree Fund	10,000	10,000	39,000	22,000	22,000	15,000
Sales of Impounded Property	2,154	1,442	1,636	3,000	1,000	2,000
Federal Emergency Management	42,518	92,125	17,007	-	-	-
Other	59,739	23,695	58,383	37,375	37,375	37,000
Insurance Claims	18,743	500	19,122	3,000	3,000	3,000
Day Laborer Site	-	-	-	-	-	-
Administrative Fees--Parking	3,045	2,865	2,235	3,000	2,000	2,000
Federal Grant	1,135	-	-	-	8,271	-
Sale of City Property	1,564	5,986	8,909	3,000	6,000	4,500
Donations	600	508	618	11,000	10,100	300
Total--Miscellaneous	139,498	137,121	146,910	82,375	89,746	63,800
Total General Fund Revenues	19,354,596	19,559,964	20,269,001	21,288,312	21,156,201	21,475,884

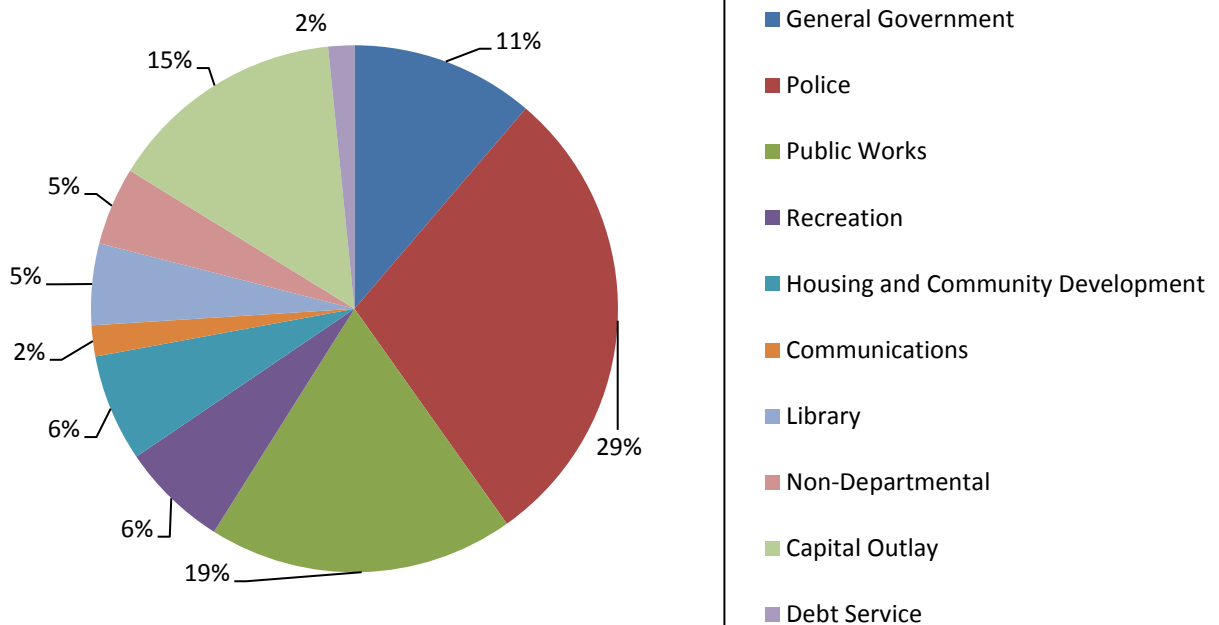
FY14 Budget General Fund Revenues by Type

TOTAL	\$21,475,884
Taxes & Utility Fees	\$14,285,538
Other Revenues	\$171,404
Fines & Forfeitures	\$188,500
Charges for Services	\$1,009,030
Intergovernmental	\$5,821,412



FY14 Budget General Fund Expenditures by Department

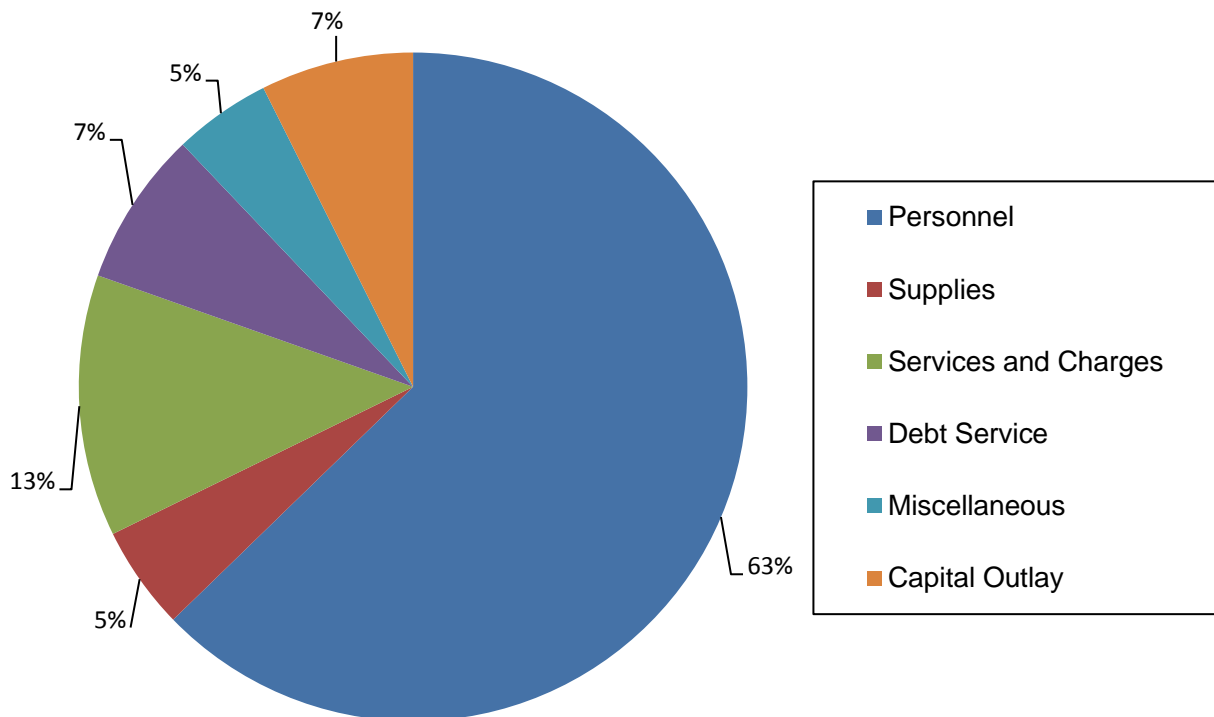
TOTAL EXPENDITURES	\$23,319,726
General Government	\$2,625,671
Police	\$6,744,460
Public Works	\$4,376,908
Recreation	\$1,532,380
Housing and Community Development	\$1,533,660
Communications	\$442,650
Library	\$1,166,877
Non-Departmental	\$1,115,749
Capital Outlay	\$3,407,842
Debt Service	\$373,529



FY14 Budget

General Fund Expenditures by Type

TOTAL	\$23,319,726
Personnel	\$14,445,621
Supplies	\$1,164,621
Services and Charges	\$2,789,088
Debt Service	\$373,529
Miscellaneous	\$1,139,025
Capital Outlay	\$3,407,842

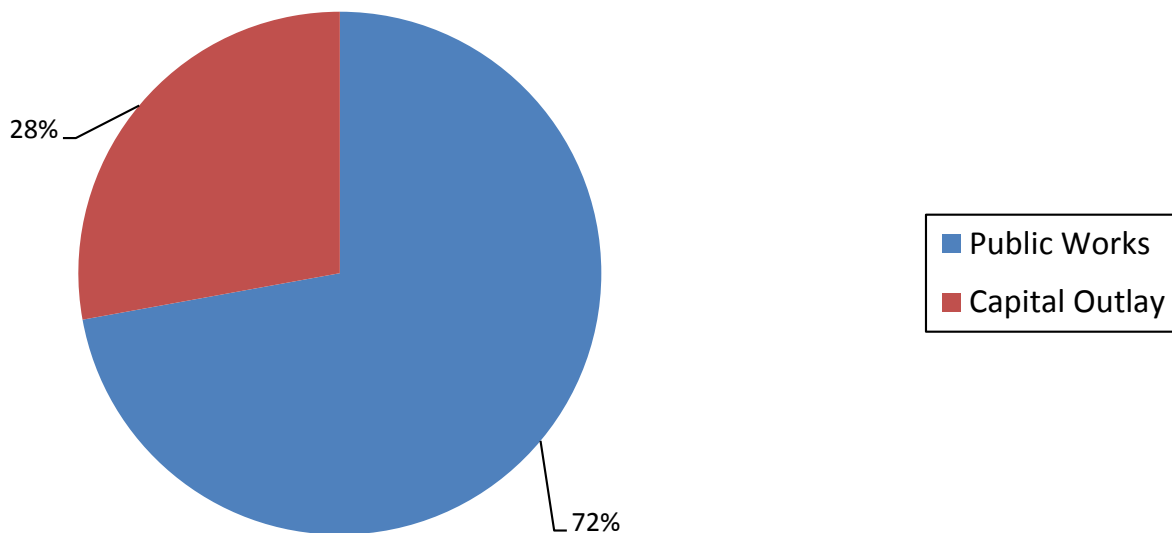


Stormwater Management Fund Summary

	<u>Audited FY10</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Adopted FY13</u>	<u>Estimated FY13</u>	<u>Proposed FY14</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	362,815	373,657	372,120	421,845	420,055	421,900
Intergovernmental	180,225	9,486	-	111,000	111,000	-
Miscellaneous	24,380	4,880	5,752	10,000	8,500	10,000
Total Revenues	567,420	388,023	377,872	542,845	539,555	431,900
<u>EXPENDITURES</u>						
Public Works	202,051	246,268	241,392	347,943	272,694	323,900
Capital outlay	291,557	289,752	165,449	261,000	261,000	125,000
Total Expenditures	493,608	536,020	406,841	608,943	533,694	448,900
Excess (deficiency) of revenues over expenditures	73,812	(147,997)	(28,969)	(66,098)	5,861	(17,000)
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	73,812	(147,997)	(28,969)	(66,098)	5,861	(17,000)
<u>FUND BALANCE</u>						
Beginning of year	385,999	459,811	311,814	282,845	282,845	288,706
End of year	459,811	311,814	282,845	216,747	288,706	271,706

FY14 Budget Stormwater Management Fund Expenditures by Department

TOTAL EXPENDITURES	\$448,900
Public Works	\$323,900
Capital Outlay	\$125,000



Special Revenue Funds Summary

	<u>Audited FY10</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Adopted FY13</u>	<u>Estimated FY13</u>	<u>Proposed FY14</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	1,177,115	1,011,016	1,124,144	1,292,466	1,179,692	321,877
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,177,115	1,011,016	1,124,144	1,292,466	1,179,692	321,877
<u>EXPENDITURES</u>						
General Government	422,658	118,089	75,878	11,115	11,015	10,500
Police	134,240	110,347	48,110	7,540	7,540	-
Public Works	146,104	3,348	-	-	-	-
Housing and Community Development	484,875	182,273	278,939	309,311	247,679	117,335
Recreation	4,500	5,945	-	-	-	-
Capital outlay	527,772	25,530	187,895	444,000	385,858	168,542
Total Expenditures	1,720,149	445,532	590,822	771,966	652,092	296,377
Excess (deficiency) of revenues over expenditures	(543,034)	565,484	533,322	520,500	527,600	25,500
<u>OTHER FINANCING SOURCES (USES)</u>						
Loan proceeds	150,000	-	-	-	-	-
Operating transfers in (out)	171,821	249	91,640	27,500	20,400	14,500
Total Other Financing Sources (Uses)	321,821	249	91,640	27,500	20,400	14,500
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(221,213)	565,733	624,962	548,000	548,000	40,000
<u>FUND BALANCE</u>						
Beginning of year	667,543	446,330	1,012,063	1,637,025	1,637,025	2,185,025
End of year	446,330	1,012,063	1,637,025	2,185,025	2,185,025	2,225,025

FY14 Budget Special Revenue Funds Expenditures by Department

TOTAL EXPENDITURES \$296,377

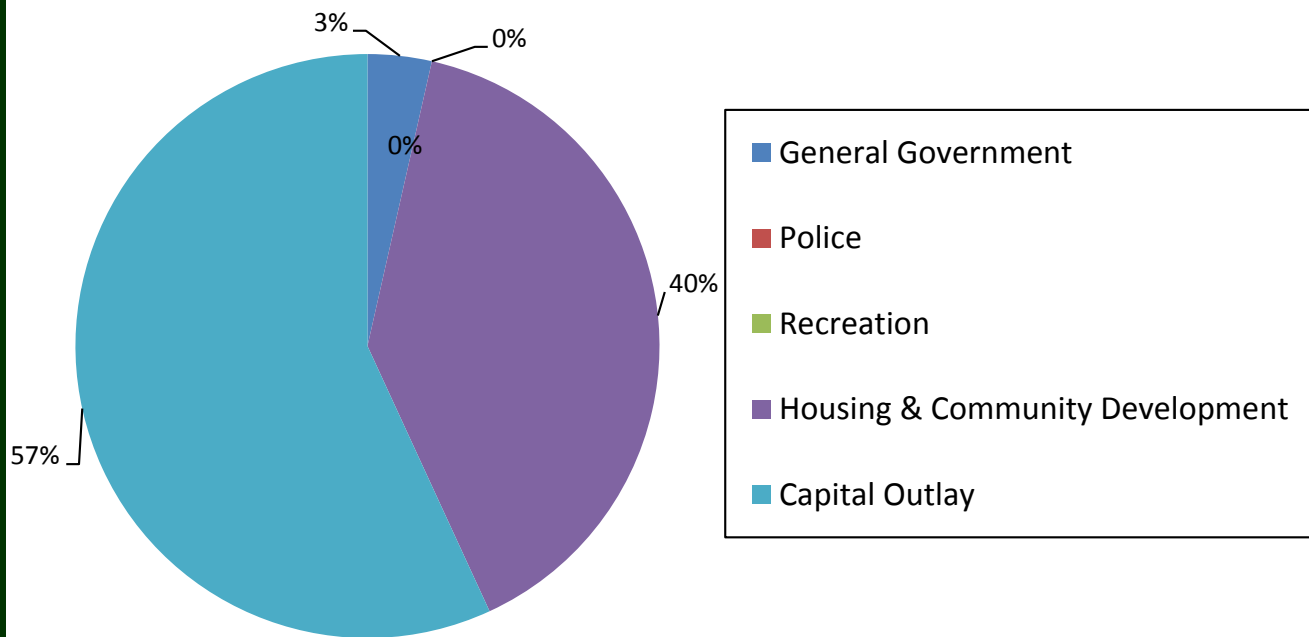
General Government \$10,500

Police -

Recreation -

Housing & Community Development \$117,335

Capital Outlay \$168,542



Speed Camera Fund Summary

	<u>Audited FY10</u>	<u>Audited FY11</u>	<u>Audited FY12</u>	<u>Adopted FY13</u>	<u>Estimated FY13</u>	<u>Proposed FY14</u>
<u>REVENUES</u>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	2,167,224	1,734,132	2,072,029	1,248,077	1,250,000	1,506,000
Use of money and property	2,537	2,836	1,619	2,110	1,520	1,600
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	2,169,761	1,736,968	2,073,648	1,250,187	1,251,520	1,507,600
<u>EXPENDITURES</u>						
Police	999,099	1,033,167	1,343,880	1,316,065	1,193,484	1,117,113
Capital Outlay	317,128	806,477	818,753	1,465,000	1,317,686	315,000
Total Expenditures	1,316,227	1,839,644	2,162,633	2,781,065	2,511,170	1,432,113
Excess (deficiency) of revenues over expenditures	853,534	(102,676)	(88,985)	(1,530,878)	(1,259,650)	75,487
<u>OTHER FINANCING SOURCES (USES)</u>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	350,000	350,000	-
Total Other Financing Sources (Uses)	-	-	-	350,000	350,000	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	853,534	(102,676)	(88,985)	(1,180,878)	(909,650)	75,487
<u>FUND BALANCE</u>						
Beginning of year	368,679	1,222,213	1,119,537	1,030,552	1,030,552	120,902
End of year	1,222,213	1,119,537	1,030,552	(150,326)	120,902	196,389

FY14 Budget Speed Camera Fund Expenditures by Department

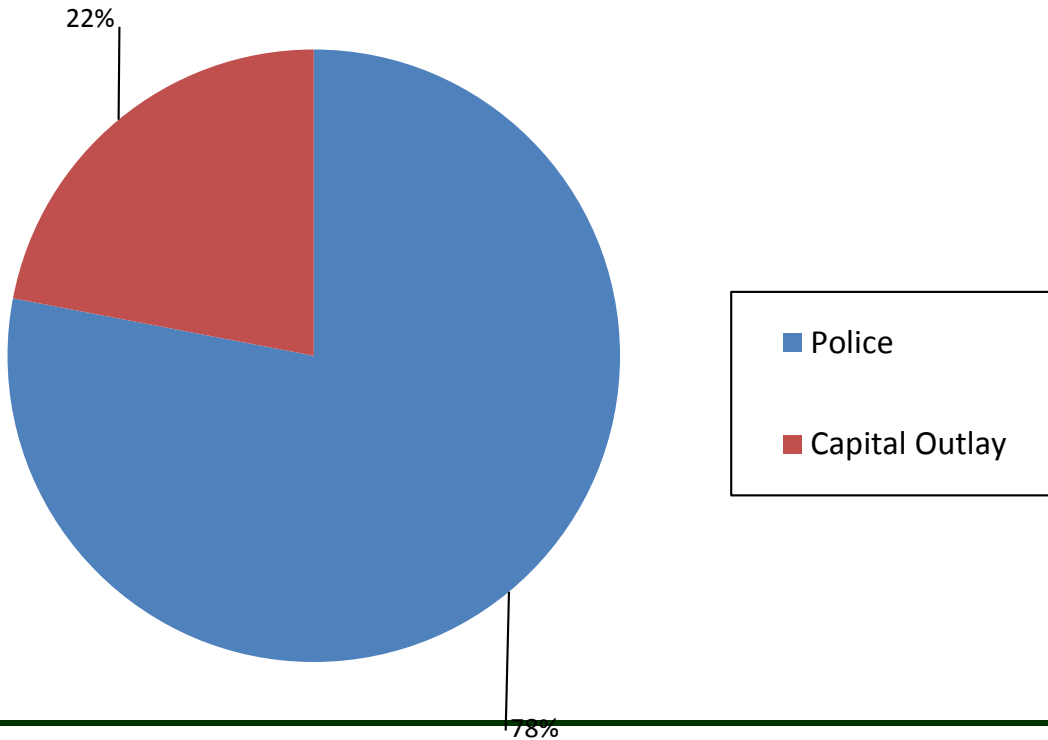
TOTAL EXPENDITURES

\$1,432,113

Police
Capital Outlay

\$1,117,113

\$315,000



General Government

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Legislative	160,845	154,518	140,027	177,500
General Management	620,452	726,205	488,078	679,750
Finance	501,075	511,587	452,670	510,288
Legal Services	209,743	238,075	242,975	233,025
Information Systems	421,265	441,884	422,176	500,226
Human Resources	228,995	278,086	252,637	283,032
City Clerk	200,651	232,198	216,656	241,850
Department Total	2,343,026	2,582,553	2,215,219	2,625,671

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	1,212,233	1,273,832	1,042,047	1,298,281
Fringe Benefits	440,545	448,135	373,135	487,865
Overtime	1,052	4,250	2,600	4,500
Contractual Labor	-	1,000	-	1,000
Employee Recognition	450	-	250	650
Personnel Subtotal	1,654,280	1,727,217	1,418,032	1,792,296
Supplies	19,122	37,941	40,187	32,200
Services and Charges	528,316	677,445	626,869	636,900
Miscellaneous	141,308	139,950	130,131	164,275
Department Total	2,343,026	2,582,553	2,215,219	2,625,671

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Passport Service	42,650	25,000	35,000	35,000
Investment Earnings	47,044	44,000	35,000	35,000
Subtotal	89,694	69,000	70,000	70,000
General Fund	2,253,332	2,513,553	2,145,219	2,555,671
Department Total	2,343,026	2,582,553	2,215,219	2,625,671

Staffing Summary by Division (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
General Management	4.50	4.50	4.00
Finance	5.00	5.00	5.00
Information Systems	3.00	3.00	3.50
Human Resources	2.00	2.00	2.00
City Clerk	2.00	2.38	2.45
Department Total FTEs	16.50	16.88	16.45

General Government

Department Summary

Department Overview:

The General Government Department is comprised of the elected branch of the City government and support staff to the City Council, including the Office of the City Manager, the City Attorney, and the City Clerk. Expenditures for internal service divisions that provide support to all City departments are also included in the General Government Department.

These functions are accounted for in seven divisions. They are Legislative, General Management, Finance, City Clerk, Legal Services, Human Resources, and Information Systems.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$367,334 less than budget.
- The variance is primarily attributable to lower than anticipated costs for personnel due to staff vacancies.

FY14 Budget Highlights:

- Departmental expenditures are \$43,118 higher — an increase of 1.7 percent — compared to budgeted expenditures for FY13. The variance is primarily attributable to personnel costs.
- FTEs decreased by 0.43.
- Approximately 68 percent of departmental expenditures are personnel related.
- Approximately 24 percent of departmental expenditures are services and charges. This category includes the City's cost for legal services and other contractual expenditures, including the annual financial audit and computer hardware and software maintenance fees.

- Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues in the General Management Division.

General Government

Division – Legislative

Division Purpose:

Accounts for salary and fringe benefits costs of the seven members of the City Council, as well as other expenses related to the activities of the Council. Costs for the biennial City elections are accounted for in this division.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$14,491 less than budget.
- The variance is primarily attributable to lower than anticipated costs for personnel costs due to the resignation of a city council member and City board and commission activities.

FY14 Budget Highlights:

- Division expenditures are \$22,982 higher — an increase of 14.9 percent — compared to budgeted expenditures for FY13. The variance is primarily due to planned expenditures for the November 5, 2013 City election and increases in salaries and fringe benefits for the Council after the election.
- Approximately 54 percent of division expenditures are personnel related. Members of the City Council are elected officials and are not reflected in the City's FTE count.
- Services and charges account for about 22 percent of division expenditures. This category includes the cost of cell phones for the City Council (\$2,500) and contractual lobbying assistance (\$35,000). Contractual lobbying assistance will continue to supplement staff resources in addressing legislative matters of concern to the City.
- Approximately 25 percent of division expenditures are categorized as miscellaneous. This category includes conference expenses (\$15,000),

costs to conduct the November 2013 election (\$15,000), and funding to support the work of Council appointed boards and commissions (\$5,000).

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Legislative	160,845	154,518	140,027	177,500
Division Total	160,845	154,518	140,027	177,500

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	73,798	72,424	66,809	74,000
Fringe Benefits	29,152	11,153	9,877	21,300
Overtime	-	-	-	-
Personnel Subtotal	102,950	83,577	76,686	95,300
Supplies	70	3,791	3,591	-
Services and Charges	27,097	39,500	37,500	38,500
Miscellaneous	30,728	27,650	22,250	43,700
Division Total	160,845	154,518	140,027	177,500

General Government

Division Summary – General Management

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
General Management	620,452	726,205	488,078	679,950
Division Total	620,452	726,205	488,078	679,950

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	381,083	411,172	280,903	412,500
Fringe Benefits	140,534	153,158	105,275	150,500
Overtime	112	-	-	-
Contractual Labor	-	1,000	-	1,000
Employee Recognition	100	-	-	200
Personnel Subtotal	521,829	565,330	386,178	564,200
Supplies	7,528	10,700	10,800	11,800
Services and Charges	30,011	87,000	31,700	43,050
Miscellaneous	61,084	63,175	59,400	60,700
Division Total	620,452	726,205	488,078	679,750

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	4.50	4.50	4.00
FTEs without benefits	-	-	-
Division Total	4.50	4.50	4.00

Position Title	Adopted FY13	Proposed FY14
City Manager	1.00	1.00
Deputy City Manager	1.00	1.00
Executive Assistant	1.00	1.00
Management Assistant	0.50	1.00
Administrative Assistant I	1.00	-
Division Total FTEs	4.50	4.00

General Government

Division – General Management

Division Purpose:

Oversees the daily operations of the City. Provides professional recommendations to the City Council. Implements the policies and strategic objectives of the City Council. Responds to inquiries from City residents and others. Communicates with other governments and agencies.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$238,127 less than budget. The variance is attributable to the decrease in personnel costs due to the resignation of the City Manager.

FY14 Budget Highlights:

- Division expenditures are \$46,455 lower — a decrease of 6.4 percent — compared to budgeted expenditures for FY13.
- The budgetary decrease is attributable to the reduction in contractual costs. The FY13 budget included \$40,000 for the third iteration of the Takoma Park Resident Survey.
- Division FTEs decrease by 0.50.
- Approximately 83 percent of division expenditures are personnel related.

- Services and charges account for six percent of division expenditures. This category includes telephone and cell phone charges (\$15,250), copying/printing costs (\$16,000).
- Approximately nine percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, total \$40,000.
- A new part-time Management Assistant position is proposed to coordinate and provide community services to seniors, persons with disabilities, and others. The position is proposed as part of a two year pilot program.

Management Objectives:

- Proactively bring to the Council's attention areas where new policies or practices should be considered due to changes in fiscal capacity, technological innovations, or actions of other levels of government.
- Provide periodic progress reports to the City Council on the status of the implementation of the City's Strategic Plan.
- Maintain effective, timely, and equitable communication with all members of the City Council.
- Manage the City government in accordance with the parameters of the City's operating and capital budget. Provide quarterly financial reports to the City Council.
- Promote the interests of the City with other levels of government.
- Ensure that the City is prepared for unanticipated emergencies.

General Government

Division Summary –Finance

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Finance	501,075	511,587	452,670	510,288
Division Total	501,075	511,587	452,670	510,288

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	310,691	311,014	274,640	302,388
Fringe Benefits	95,613	93,873	84,000	103,200
Overtime	211	1,000	300	1,000
Contractual Labor	-	-	-	-
Employee Recognition	200	-	200	-
Personnel Subtotal	406,715	405,887	359,140	406,588
Supplies	1,810	5,000	5,200	5,500
Services and Charges	87,171	93,250	83,330	89,800
Miscellaneous	5,379	7,450	5,000	8,400
Division Total	501,075	511,587	452,670	510,288

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	5.00	5.00	5.00
FTEs without benefits	-	-	-
Division Total	5.00	5.00	5.00

Position Title	Adopted FY12	Adopted FY13
Director of Finance	1.00	1.00
Senior Account Clerk	1.00	1.00
Account Clerk II	2.00	2.00
Budget Specialist	1.00	1.00
Division Total FTEs	5.00	5.00

General Government

Division – Finance

Division Purpose:

Assists the departments of the City government in meeting their service objectives by allocating and tracking the organization's financial resources, processing financial transactions and payroll, and providing information and analysis as a basis of decision making. Bills and collects certain revenue sources and provides assistance to taxpayers and other customers. Safeguards and invests City funds.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$58,917 less than budget.
- The variance is primarily attributable to staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$1,299 lower — a decrease of 0.3 percent — compared to budgeted expenditures for FY13.
- Division FTEs remain unchanged.
- Approximately 80 percent of division expenditures are personnel related.
- Other major division expenditures include contractual costs, such as the annual financial audit, and bank charges. Together, these areas account for \$67,250 or about 13 percent, of division expenditures.

Management Objectives:

- Comply with Generally Accepted Accounting Principles.
- Receive an unqualified audit opinion on financial statements.

- Monitor cash flow needs to maximize investment income.
- Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.
- Ensure the timely, accurate, and equitable collection of all revenues due to the City.
- Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Receive an unqualified audit opinion	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	84%	84%	84%
Number of payroll checks and direct deposits	4,964	5,000	5,000
Number of accounts payable checks issued	3,432	3,455	3,460
Number of stormwater bills issued	5,697	5,927	5,930
Number of rental license bills issued	565	481	490
Number of refuse bills issued	258	238	238

General Government

Division – Legal

Division Purpose:

Accounts for the cost of legal services. The City Attorney is appointed by the City Council and serves as the primary legal advisor to the City Council, the City Manager, City staff, and City boards and commissions. The City Attorney's Office also represents the City in litigation and hearings and prosecutes violations of the City Code. The City has specialized counsel for employment and labor matters.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$4,900 more than budget.

FY14 Budget Highlights:

- Division expenditures are \$5,050 lower — a decrease of 2.1 percent — compared to budgeted expenditures for FY13.
- The services of Silber, Perlman, Sigman, and Tilev, PA (the City's general counsel) are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count.
- The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters.
- Funding in the amount of \$230,000 is included for legal services. Of this amount, \$160,000 is for services provided by the City Attorney's Office and \$70,000 is for services provided by Kollman & Saucier.
- In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total about one percent of division expenditures.

Management Objectives:

- Continue to monitor legislative initiatives or court cases that may impact the City of Takoma Park.
- Negotiate new contracts with the City's two collective bargaining organizations consistent with the council's goals.

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Legal	209,743	238,075	242,975	233,025
Division Total	209,743	238,075	242,975	233,025

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	-	-	-	-
Fringe Benefits	-	-	-	-
Overtime	-	-	-	-
Personnel Subtotal	-	-	-	-
Supplies	-	-	-	-
Services and Charges	208,170	235,000	240,000	230,000
Miscellaneous	1,573	3,075	2,975	3,025
Division Total	209,743	238,075	242,975	233,025

General Government

Division Summary – Information Systems

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Information Systems	421,265	441,884	422,176	500,226
Division Total	421,265	441,884	422,176	500,226

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	194,285	198,929	182,000	220,276
Fringe Benefits	83,542	84,255	81,476	99,200
Overtime	390	2,000	1,300	2,000
Employee Recognition	-	-	50	350
Personnel Subtotal	278,217	285,184	264,826	321,826
Supplies	6,041	6,800	7,500	6,800
Services and Charges	131,539	142,500	145,700	164,200
Miscellaneous	5,468	7,400	4,150	7,400
Division Total	421,265	441,884	422,176	500,226

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	3.00	3.00	3.50
FTEs without benefits	-	-	-
Division Total	3.00	3.00	3.50

Position Title	Adopted FY13	Proposed FY14
Information Technology Manager	1.00	1.00
Information Technology Specialist	2.00	2.00
Administrative Assistant	-	0.50
Division Total FTEs	3.00	3.50

General Government

Division – Information Systems

Division Purpose:

Responsible for the proper maintenance and operation of all City operated information system resources, including routers, switches, servers, computers, telephone, and voice-mail systems.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$19,708 lower than budget.
- This variance is attributable to lower than anticipated personnel costs.

FY14 Budget Highlights:

- Division expenditures are \$58,342 higher — an increase of 13.2 percent — compared to budgeted expenditures for FY13.
- The majority of the variance is attributable to increases in personnel and software maintenance and disaster recovery initiatives.
- Division FTEs increase by 0.5 for administrative assistance.
- Approximately 64 percent of division expenditures are personnel costs.
- Other major division expenditures include computer software maintenance charges (\$78,000), contracts (\$70,000) and internet connectivity charges (\$12,500). Combined, these account for 32 percent of division expenditures.

Management Objectives:

- Manage and maintain City network to ensure maximum availability. Maintain backups of critical software and data.

- Test off-site storage of critical City software applications and data files by performing 2 disaster recovery events per year.
- Continue to use server and workstation virtualization where possible to maximize hardware efficiencies.
- Continue offering in-house computer training to ensure all staff is familiar with software packages used by the City.
- Take advantage of cloud computing possibilities whenever feasible for implementing services not currently offered.
- Continue to replace staff computers as they reach four years of usage.
- Enhance Community Center wireless capabilities to ensure both staff and visitors have secure connectivity to the internet.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of digital phones supported	155	160	160
Number of cell phones supported (SmartPhones)	123	125	130
Number of voice mail boxes supported	195	197	200
Number of phone system moves, adds, and changes	40	35	40
Number of computers supported	137	150	155
Number of servers	50	60	65
Number of laptop computers supported	23	25	25
Number of printers and copiers	47	50	45
Number of Help Desk calls	3,745	4,200	5,000

General Government

Division Summary – Human Resources

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Human Resources	228,995	278,086	252,637	283,032
Division Total	228,995	278,086	252,637	283,032

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	123,852	133,540	107,945	143,717
Fringe Benefits	35,286	49,551	36,851	54,765
Overtime	-	250	-	500
Contractual Labor	-	-	-	-
Employee Recognition	150	-	-	-
Personnel Subtotal	159,288	183,341	144,796	198,982
Supplies	1,538	8,250	8,896	4,600
Services and Charges	35,137	62,045	69,239	45,250
Miscellaneous	33,032	24,450	29,706	34,200
Division Total	228,995	278,086	252,637	283,032

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.00	2.00	2.00
FTEs without benefits	-	-	-
Division Total	2.00	2.00	2.00

Position Title	Adopted FY13	Proposed FY14
Human Resources Director	1.00	1.00
Human Resources Generalist	1.00	1.00
Division Total FTEs	2.00	2.00

General Government

Division – Human Resources

Division Purpose:

Responsible for a wide range of human resources activities, including employee recruitment, benefits administration, employee training, and policy development and administration. Oversees the City's risk management program.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$25,449 less than budget.
- The variance is primarily attributable to staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$4,946 higher — an increase of 1.8 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to personnel costs and recruiting costs.
- Approximately 70 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 16 percent of division expenditures. This category includes the cost of the City's online performance appraisal system (\$28,000).
- Approximately twelve percent of division expenditures are categorized as miscellaneous. This category includes \$27,250 for job announcements, background checks, and other employee recruitment costs.

Management Objectives:

- Train staff on use of online performance management system
- Implementation of online recruiting system
- Develop robust orientation program
- Establish internal HR procedures and complete procedures manual
- Complete phase two of personnel policies review and implementation
- Work with labor attorneys to review and revise personnel related City Code language
- Safety & Health:
 - Develop strong safety culture
 - Implement effective wellness program
- Reduce workers' compensation days away from work from 280 to 200 by increasing light duty opportunities for injured workers.
- Reduce workers' compensation experience modification rate from 1.26 to 1.2
- Conduct quarterly site safety inspections to mitigate location and process hazards
- Hold six wellness education sessions with 10 participants in each session
- Reduce average time to hire from 95 to 60 days

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY 14
Average Time to Hire	N/A	95	60
Applicants per vacancy	N/A	60	75
Number of employee participating in defensive driving classes	15	70	20

General Government

Division Summary – City Clerk

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
City Clerk	200,651	232,198	216,656	241,850
Division Total	200,651	232,198	216,656	241,850

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	128,524	146,753	129,750	145,400
Fringe Benefits	56,418	56,145	55,656	58,900
Overtime	339	1,000	1,000	1,000
Contractual Labor	-	-	-	-
Employee Recognition	-	-	-	100
Personnel Subtotal	185,281	203,898	186,406	205,400
Supplies	2,135	3,400	4,200	3,500
Services and Charges	9,191	18,150	19,400	26,100
Miscellaneous	4,044	6,750	6,650	6,850
Division Total	200,651	232,198	216,656	241,850

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.00	2.00	2.00
FTEs without benefits	-	0.38	0.45
Division Total	2.00	2.38	2.45

Position Title	Adopted FY13	Proposed FY14
City Clerk	1.00	1.00
Assistant City Clerk	1.00	1.00
Office Assistant	0.38	0.45
Division Total FTEs	2.38	2.45

General Government

Division – City Clerk

Division Purpose:

Responsible for managing the preparation of Council meeting agendas and recording Council minutes. Manages and protects official records of the City and ensures proper codification of ordinances. Serves as election administrator for all City elections. Responds to inquiries from City residents and others concerning City policies, procedures, and records. Performs a variety of general administrative tasks.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$15,542 lower than budget.
- The variance is primarily attributable to lower than anticipated personnel costs resulting from the delay in hiring the clerical assistant.

FY14 Budget Highlights:

- Division expenditures are \$9,652 higher — an increase of 4.2 percent — compared to budgeted expenditures for FY13.
- Division FTEs increase by 0.07.
- Approximately 85 percent of division expenditures are personnel related.
- Services and charges account for eleven percent of division expenditures. This category includes \$10,000 to continue digitizing archival records, \$3,500 for updates to the City Code, and \$5,000 for legal advertising.

Management Objectives:

- Conduct the November 5, 2013 City election in coordination with the Board of Elections.
- Focus on transparency of Council actions and ease of access to records.
- Continue to support City board, commission, and committee meetings, membership, and activities.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of candidates for office processed	11	3	11
Percentage of voter turnout (Elections in 11/11 and 7/12 Special)	18.6%	15.8%	19%
Number of Council meetings supported	44	44	44
Number of other meetings supported	35	33	33

Police

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Office of the Chief	496,521	377,218	341,841	476,220
Communications	377,983	404,906	320,725	571,000
Operations	3,287,573	3,415,104	3,693,906	3,408,830
Criminal Investigations	1,248,079	1,159,616	812,294	1,609,680
Administrative Services	564,709	693,428	690,516	678,730
Department Total	5,974,865	6,050,272	5,859,282	6,744,460

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	3,339,126	3,360,609	3,146,807	3,599,000
Car and Clothing Allowances	71,682	61,890	66,485	67,890
Fringe Benefits	1,640,519	1,732,090	1,727,905	2,160,820
Overtime	317,721	268,300	294,650	268,300
Overtime--Training	52,481	43,500	44,166	43,500
Overtime--Holiday	3,766	19,000	4,777	19,000
Night Differential	62,311	66,000	64,750	66,000
Employee Recognition	2,450	1,400	1,200	1,200
Personnel Subtotal	5,490,056	5,552,789	5,350,740	6,225,710
Supplies	270,983	263,133	274,944	278,900
Services and Charges	164,608	165,000	168,399	165,000
Miscellaneous	49,218	69,350	65,199	74,850
Department Total	5,974,865	6,050,272	5,859,282	6,744,460

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Police Protection (State)	261,254	261,254	261,254	431,752
County Police Rebate	897,493	949,860	927,663	916,295
In Lieu of Police	1,983,590	2,869,132	2,868,931	2,515,147
In Lieu of Crossing Guard	138,714	155,187	155,187	182,384
Summons and Fines	185,231	192,000	172,000	183,000
Public Parking Facilities	67,026	60,000	70,000	70,000
Parking Permits	8,876	9,300	9,300	10,000
Parking Administrative Fees	2,235	3,000	2,000	2,000
Subtotal	3,544,419	4,499,733	4,466,335	4,310,578
General Fund	2,430,446	1,550,539	1,392,947	2,433,882
Department Total	5,974,865	6,050,272	5,859,282	6,744,460

Staffing Summary by Division (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
Office of the Chief	2.88	1.88	2.88
Communications	5.00	5.00	7.00
Operations	30.00	30.00	28.00
Criminal Investigations	10.00	10.80	13.80
Administrative Services	7.11	7.41	7.15
Department Total FTEs	54.99	55.09	58.83

Police

Department Summary

Department Overview:

The Takoma Park Police Department protects residents, businesses, visitors, and property and promotes community safety. It also ensures the safe and orderly movement of traffic.

These functions are accounted for in five divisions. They are the Office of the Chief, Communications, Operations, Criminal Investigations, and Administrative Services.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$190,990 less than budget.
- The variance is attributable to lower than anticipated personnel costs.

FY14 Budget Highlights:

- Departmental expenditures are \$694,188 higher — an increase of 10.3 percent — compared to budgeted expenditures for FY13.
- The variance is primarily attributable to increased funding for personnel costs due to the transfer of staff from the Speed Camera Fund.
- Departmental FTEs increase 3.74.
- Approximately 92 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$672,921 compared to budgeted expenditures for FY13.

- The City's contribution rate to the Police Employees' Retirement Plan increased from 34.18 percent to 43.34 percent based on the July 2012 actuarial valuation plus an additional \$100,000.
- Supplies account for about four percent of adopted departmental expenditures. This category includes the cost of gasoline for departmental vehicles and vehicle repair materials.
- Services and charges account for about three percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$53,000.



Police

Division Summary – Office of the Chief

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Office of the Chief	496,521	377,218	341,841	476,220
Division Total	496,521	377,218	341,841	476,220

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	280,091	176,474	157,839	234,800
Car and Clothing Allowances	3,000	1,500	1,500	1,500
Fringe Benefits	110,702	67,044	59,518	107,420
Overtime	2,164	2,500	-	2,500
Employee Recognition	200	50	-	50
Personnel Subtotal	396,157	247,568	218,857	346,270
Supplies	7,777	13,300	10,084	8,600
Services and Charges	50,040	53,500	53,200	53,500
Miscellaneous	42,547	62,850	59,700	67,850
Division Total	496,521	377,218	341,841	476,220

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.88	1.88	2.88
FTEs without benefits	-	-	-
Division Total	2.88	1.88	2.88

Position Title	Adopted FY13	Proposed FY14
Chief of Police	1.00	1.00
Emergency Manager	-	0.50
PIO/Executive Assistant	0.88	0.88
Research/Policy Manager	-	0.50
Division Total FTEs	1.88	2.88

Police

Division – Office of the Chief

Division Purpose:

Oversees and directs the activities of the department. Ensures effective management of all levels of police services provided to the community. Develops plans of action for emergency situations. Responsible for the department's public information function.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$35,377 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs due to a staff vacancy.

FY14 Budget Highlights:

- Division expenditures are \$99,002 higher — an increase of 26.2 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to an increase in personnel costs, including contributions to the police retirement plan.
- Division FTEs increase by 1.0 due to an organizational restructuring.
- Approximately 73 percent of division expenditures are personnel related.
- Services and charges account for about 11 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$53,000.
- Approximately 14 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$17,000) and recruitment costs (\$10,000)

Management Objectives:

- Continue to partner with the County and other municipalities in emergency preparedness planning, drills, training and grant applications.
- Continue to conduct Joint Criminal Investigations with other agencies and share crime analysis data.
- Participate in Bi-County Gang Task Force.
- Reduce crime through the continued sharing of information and the education of residents as to the steps they can take to protect themselves and their property.

Uniform Crime Report (UCR) Part I Crime:

Crime	Calendar Year			
	2009	2010	2011	2012
Homicide	-	-	1	0
Rape	5	1	3	1
Robbery	54	48	32	42
Aggravated Assault	45	26	26	16
Personal Crime (Total)	104	75	62	68
Burglary	112	150	109	73
Larceny	470	364	317	364
Motor Vehicle Theft	78	63	77	54
Property Crime (Total)	660	577	503	550
UCR Part I Total	739	764	652	618

Police

Division Summary – Communications

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Communications	377,983	404,906	320,725	571,000
Division Total	377,983	404,906	320,725	571,000

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	223,159	242,085	190,834	352,800
Car and Clothing Allowances	3,770	2,400	2,400	2,400
Fringe Benefits	87,369	97,771	60,255	153,100
Overtime	10,684	17,500	20,062	17,500
Overtime--Training	461	1,000	204	1,000
Overtime--Holiday	1,071	2,000	1,707	2,000
Night Differential	8,518	11,000	7,637	11,000
Employee Recognition	-	150	50	200
Personnel Subtotal	335,032	373,906	283,149	540,000
Supplies	2,490	2,000	2,000	2,000
Services and Charges	40,461	29,000	35,576	29,000
Miscellaneous	-	-	-	-
Division Total	377,983	404,906	320,725	571,000

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	5.00	5.00	7.00
FTEs without benefits	-	-	-
Division Total	5.00	5.00	7.00

Position Title	Adopted FY13	Proposed FY14
Senior Dispatcher	-	1.00
Police Dispatcher	5.00	6.00
Division Total FTEs	5.00	7.00

Police

Division: Communications

Division Purpose:

Provides continuous police communications and dispatch duties by answering telephones, sending police officers to calls for service, assisting walk-up customers, and accessing national, state, and local databases.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$84,181 less than budget.
- The variance is attributable to lower than anticipated costs for radio systems and personnel costs due to staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$166,094 higher — an increase of 41 percent — compared to budgeted expenditures for FY13.
- Division FTEs increase by 2.
- Personnel costs increased \$166,094 over the FY13 budgeted amount.
- Approximately 95 percent of division expenditures are personnel related.
- Services and charges represent about five percent of division expenditures. This category includes the cost of wireless internet access for the in-car computer systems (\$29,000).

Management Objectives:

- On-going in service and advanced training of dispatchers including cross training in other administrative duties.
- Continue training and hiring of dispatch trainees.
- Update the phone system in communications.

- Establish a plan for moving communication centers during an emergency.
- Improve customer service skills.
- Cross train other members of the department in the communications functions.

Performance/Workload Measures:

Measurement	Calendar 2011	Calendar 2012	Projected 2013
Number of calls for service dispatched	21,495	19,582	21,000

Police

Division Summary – Operations

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Operations	3,287,573	3,415,104	3,693,906	3,408,830
Division Total	3,287,573	3,415,104	3,693,906	3,408,830

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	1,809,368	1,866,391	1,998,456	1,775,100
Car and Clothing Allowances	42,902	46,480	51,305	46,480
Fringe Benefits	945,478	1,019,723	1,115,052	1,143,900
Overtime	203,644	216,300	240,224	161,300
Overtime--Training	45,295	40,000	43,278	40,000
Overtime--Holiday	734	9,000	906	9,000
Night Differential	43,533	42,000	52,597	42,000
Employee Recognition	1,100	650	450	550
Personnel Subtotal	3,092,054	3,240,544	3,502,268	3,218,330
Supplies	192,880	171,060	187,760	187,000
Services and Charges	1,153	2,000	2,878	2,000
Miscellaneous	1,486	1,500	1,000	1,500
Division Total	3,287,573	3,415,104	3,693,906	3,408,830

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	30.00	30.00	28.00
FTEs without benefits	-	-	-
Division Total	30.00	30.00	28.00

Position Title	Adopted FY13	Proposed FY14
Police Captain	-	1.00
Police Lieutenant	1.00	-
Police Sergeant	4.00	4.00
Police Officer	24.00	22.00
Nuisance Control Specialist	1.00	1.00
Division Total FTEs	30.00	28.00

Police

Division: Operations

Division Purpose:

Provides 24-hour uniformed patrol services. Responds to calls for service, conducts preliminary investigations, arrests offenders, provides K-9 support, and handles motor vehicle investigations and general traffic enforcement. Utilizing the services of a civilian employee, responds to nuisance abatement concerns, such as noise, animal, and parking issues.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$278,802 more than budget.
- The variance is primarily attributable to higher than anticipated personnel and supply costs.

FY14 Budget Highlights:

- Division expenditures are \$6,274 lower — a decrease of 0.2 percent — compared to budgeted expenditures for FY12.
- The variance is primarily attributable to the decrease in personnel costs.
- Division FTEs decrease by 2.
- Approximately 94 percent of division expenditures are personnel related.
- Supplies account for five percent of division expenditures. They include gasoline (\$122,000) and expenses related to vehicle repairs (\$39,500).

Management Objectives:

- Improve the current level of visibility and security throughout the City.
- Continued emphasis and increased hours on walking and bicycle patrols.
- Increase emphasis on DUI arrests through planned DUI details.
- Manage the use of vehicles to obtain better mileage.
- Improve patrol service by using directed patrol based on crime analysis.

Performance/Workload Measures:

Measurement	Calendar 2011	Calendar 2012	Projected 2013
Hours of bike patrol	148.5	113.5	125
Hours of foot patrol	3,240	3,800	3,600
Number of DUI arrests	40	39	40
Number of criminal and warrant arrests	545	417	500
Number of calls for service handled	14,390	14,212	14,900
Number of traffic stops	7,105	5,370	6,800

Police

Division Summary – Criminal Investigations

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Criminal Investigations	1,248,079	1,159,616	812,294	1,609,680
Division Total	1,248,079	1,159,616	812,294	1,609,680

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	733,744	717,617	435,920	913,300
Car and Clothing Allowances	18,000	6,480	6,000	12,480
Fringe Benefits	349,062	342,126	300,000	530,750
Overtime	87,897	25,000	22,274	80,000
Overtime--Training	5,957	1,000	-	1,000
Overtime--Holiday	-	7,000	-	7,000
Night Differential	9,172	12,500	2,200	12,500
Employee Recognition	300	300	500	150
Personnel Subtotal	1,204,132	1,112,023	766,894	1,557,180
Supplies	41,291	42,593	43,900	47,000
Services and Charges	2,656	5,000	1,500	5,000
Miscellaneous	-	-	-	500
Division Total	1,248,079	1,159,616	812,294	1,609,680

Staffing by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	10.00	10.80	13.80
FTEs without benefits	-	-	-
Division Total	10.00	10.80	13.80

Position Title	Adopted FY13	Proposed FY14
Police Captain	-	1.00
Police Lieutenant	1.00	-
Police Sergeant	2.00	2.00
Police Officer	5.00	8.00
Victim/Witness Coordinator	1.00	0.80
Crime Analyst	1.00	1.00
Evidence Specialist	0.80	1.00
Division Total FTEs	10.80	13.80

Police

Division: Criminal Investigations

Division Purpose:

Conduct investigations regarding serious crimes, such as homicide, rape, robbery, burglary, aggravated assault, theft, auto theft, and narcotic violations. Utilizing the services of a civilian employee, provide support and assistance to victims and witnesses of crimes.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$347,322 less than budget.
- The variance is attributable to personnel costs, resulting from transfers between divisions.

FY14 Budget Highlights:

- Division expenditures are \$450,064 higher—an increase of 38.8 percent — compared to budgeted expenditures for FY13.
- The budgetary increase is attributable to personnel costs.
- Division FTEs increase by 3.0.
- Approximately 97 percent of division expenditures are personnel related.

Management Objectives:

- Increase arrests in the Criminal Investigations Unit through a collaborative effort of all members of the unit which include Gang, SAT, Drug, and general investigators.
- Increase the use of the civilian crime scene technicians, and provide enhanced training to the technicians.

- Work on implementing a case management system that will allow easier management and tracking of criminal cases.

Performance/Workload Measures:

Measurement	Calendar 2012	Projected 2012	Projected 2013
Number of cases assigned	203	230	245
Number of cases closed	86	101	124
Number of cases exceptionally cleared	14	17	16
Closure/clearance percentage	49	48	51
Number of search warrants obtained	9	8	18
Number of arrest warrants obtained	62	30	54
Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator	1,004	970	1,000
Number of court room accompaniments by Victim Assistance Coordinator	44	54	50

Police

Division Summary – Administrative Services

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administrative Services	564,709	693,428	690,516	678,730
Division Total	564,709	693,428	690,516	678,730

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	292,764	358,042	363,758	323,000
Car and Clothing Allowances	4,010	5,030	5,280	5,030
Fringe Benefits	147,908	205,426	193,080	225,650
Overtime	13,332	7,000	12,090	7,000
Overtime--Training	768	1,500	684	1,500
Overtime--Holiday	1,961	1,000	2,164	1,000
Night Differential	1,088	500	2,316	500
Employee Recognition	850	250	200	250
Personnel Subtotal	462,681	578,748	579,572	563,930
Supplies	26,545	34,180	31,200	34,300
Services and Charges	70,298	75,500	75,245	75,500
Miscellaneous	5,185	5,000	4,499	5,000
Division Total	564,709	693,428	690,516	678,730

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	7.11	7.41	7.05
FTEs without benefits	-	-	0.10
Division Total	7.11	7.41	7.15

Position Title	Adopted FY13	Proposed FY14
Police Captain	-	1.00
Lieutenant	1.00	-
Police Warrants Security Specialist	1.00	-
Administrative Assistant III	1.00	1.00
Administrative Assistant II	1.00	1.00
Administrative Assistant I	1.00	1.00
Crossing Guard	2.41	3.15
Police Evidence Specialist	0.00	-
Division Total FTEs	7.41	7.15

Police

Division: Administrative Services

Division Purpose:

Responsible for METERS/NCIC access control, NCIC records validations, warrant control, records management, parking enforcement management, crossing guard program, payroll processing, and maintenance of supplies.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$ 2,912 lower than budget.

FY14 Budget Highlights:

- Division expenditures are \$14,698 lower—a decrease of 2.2 percent — compared to budgeted expenditures for FY13.
- Division FTEs decrease by 0.26.
- Approximately 83 percent of division expenditures are personnel related.
- Approximately five percent of division expenditures are categorized as supplies. This category includes \$14,800 for vehicle fuel and maintenance costs.
- Services and charges represent about 11 percent of division expenditures. This category includes telephone, printing, and copying charges which totals \$58,000.

Management Objectives:

- Continue the timely submission of payroll information on behalf of all divisions of the department
- Manage improvements of the crossing guard program.
- Manage accountability for report submission by agency employees.
- Effectively manage participation in upgrades to the Montgomery County Records Management System.

- Manage record keeping, assignment of court dates, and collection and disposition accountability for the parking enforcement program to improve collection rate.

Performance/Workload Measures:

Measurement	Calendar 2011	Calendar 2012	Projected 2013
Number of reports reviewed and entered into records management system	2,179	1,968	2,150
Number of warrants received and processed	468	453	450
Number of NCIC validations performed	1,219	1,201	1,110
Number of parking tickets processed	3,204	3,005	3,200

Public Works

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administration	276,317	508,885	383,487	515,712
Building Maintenance	734,737	796,131	778,656	867,703
Equipment Maintenance	474,597	483,137	423,843	507,633
Right-of-Way Maintenance	853,798	973,382	835,783	1,007,413
Solid Waste Management	786,929	811,754	802,743	814,581
Gardens	182,264	190,176	174,856	197,278
Urban Forest	214,322	252,506	204,058	243,127
City Engineer	115,499	217,289	153,939	223,461
Department Total	3,638,463	4,233,260	3,757,365	4,376,908

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	1,458,283	1,578,437	1,352,610	1,550,531
Car and Clothing Allowances	3,600	3,600	9,953	11,200
Fringe Benefits	579,031	647,553	565,224	704,622
Overtime	49,996	54,700	69,500	62,650
Night Differential	10,289	10,530	10,000	11,000
Contractual Labor	151,411	138,360	150,900	163,890
Employee Recognition	600	350	550	1,265
Personnel Subtotal	2,253,210	2,433,530	2,158,737	2,505,158
Supplies	507,130	568,440	511,791	597,060
Services and Charges	678,084	996,450	866,224	1,044,050
Miscellaneous	200,039	234,840	220,613	230,640
Department Total	3,638,463	4,233,260	3,757,365	4,376,908

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Highway User Fees	131,098	86,205	86,205	291,231
In Lieu of Road Maintenance	376,230	420,737	420,737	743,199
Waste Collection Charges	73,719	71,500	76,481	75,000
Recyclable Sales	12,720	10,000	5,000	5,000
Mulch Sales	26,575	20,000	20,000	20,000
Special Trash Pickup	8,030	10,000	10,000	10,000
Excavation/Driveway Permits	3,423	3,000	3,000	3,000
Tree Permits	11,640	12,000	12,000	12,000
Tree Fund	39,000	22,000	22,000	15,000
Subtotal	682,435	655,442	655,423	1,174,430
General Fund	2,956,028	3,577,818	3,101,942	3,202,478
Department Total	3,638,463	4,233,260	3,757,365	4,376,908

Staffing Summary by Division (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
Administration	2.50	2.50	2.50
Building Maintenance	6.00	6.00	6.00
Equipment Maintenance	3.00	3.00	3.00
Right-of-Way Maintenance	8.00	8.00	8.00
Solid Waste Management	9.00	9.00	9.00
Gardens	2.00	2.00	2.00
Urban Forest	1.00	1.00	1.00
City Engineer	0.75	1.35	1.35
Department Total FTEs	32.25	32.85	32.85

Public Works

Department Summary

Department Overview:

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, vehicles, and equipment. The department also provides solid waste collection and recycling services to single-family residential properties in the City and in the various business districts.

These functions are accounted for in eight divisions. They are Administration, Building Maintenance, Equipment Maintenance, Right-of-Way Maintenance, Solid Waste Management, Gardens, Urban Forest, and City Engineer.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$475,895 lower than budget.
- The variances are primarily attributable to reduced personnel costs related to vacancies, contractual services for special projects, and service charges.

FY14 Budget Highlights:

- Departmental expenditures are \$143,648 higher — an increase of 3.4 percent — compared to budgeted expenditures for FY13. The variance is attributable to additional funding for service costs related to facility maintenance, Pilot Food Compost Program, building architectural services, and personnel costs related to festival activities.
- Departmental remain unchanged.
- Approximately 57 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$71,628 compared to budgeted expenditures for FY13.

- Approximately 14 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection.
- Services and charges account for about 24 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs. Other expenditures include contractual costs such as engineering services and specialized building maintenance work.
- Miscellaneous expenditures total approximately five percent of departmental expenditures. The vast majority of these expenditures are for solid waste tipping fees, which total \$200,000.



Public Works

Division Summary – Administration

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administration	276,317	508,885	383,487	515,712
Division Total	276,317	508,885	383,487	515,712

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	151,651	169,946	168,246	171,037
Fringe Benefits	62,117	75,289	59,352	81,450
Overtime	605	250	1,000	250
Contractual Labor	13,943	-	-	12,500
Employee Recognition	-	-	-	325
Personnel Subtotal	228,316	245,485	228,598	265,562
Supplies	6,725	8,800	13,312	9,000
Services and Charges	35,442	245,900	133,277	232,450
Miscellaneous	5,834	8,700	8,300	8,700
Division Total	276,317	508,885	383,487	515,712

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.50	2.50	2.50
FTEs without benefits	-	-	-
Division Total	2.50	2.50	2.50

Position Title	Adopted FY13	Proposed FY14
Director of Public Works	1.00	1.00
Administrative Assistant II	1.50	1.50
Division Total FTEs	2.50	2.50

Public Works

Division – Administration

Division Purpose:

Oversees the operations of all departmental divisions. Provides coordination between the divisions and with other City departments.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$125,398 less than budget.
- The variance is primarily attributable to the delay in the sustainability action plan development.

FY 14 Budget Highlights:

- Division expenditures are \$6,827 higher — an increase of 1.3 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to increased funding for contractual labor.
- Division FTEs remain unchanged.
- Approximately 51 percent of division expenditures are personnel related.
- Services and charges account for 45 percent of division expenditures. This category includes sustainability work (\$190,000), cost of telephone service (\$13,000) and departmental radios (\$16,500).

Management Objectives

- Ensure that the office is appropriately staffed during all hours of operation to provide timely and quality customer service to callers and walk-in customers.
- Manage the processing of permit applications for driveway aprons, use of the right-of-way, tree removal, tree protection, and stormwater management for construction. Implement online application submission for City permits, once it becomes available.
- Schedule mulch deliveries and bulk refuse collection. Implement the online scheduling for bulk collection and mulch delivery, once it becomes available.
- Process error-free payroll on a bi-weekly basis, in accordance with the deadline established by the Finance Department.
- Assist departmental divisions in the processing of invoices to ensure they are paid on time and are posted to the appropriate budgetary line item.
- Review Public Works related information on the City website to ensure that it is up to date and informative.
- Oversee the work of the selected contractor to provide an updated greenhouse gas inventory and sustainability action plan.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Permits processed	92	90	90

Note: Includes driveway apron, dumpster, and use of right-of-way permits only. Stormwater, tree removal, and tree protection permits are listed in related budgets.

Public Works

Division Summary – Building Maintenance

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Building Maintenance	734,737	796,131	778,656	867,703
Division Total	734,737	796,131	778,656	867,703

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	244,862	259,292	250,000	257,853
Fringe Benefits	95,934	106,459	102,800	114,500
Overtime	7,468	5,000	5,000	6,000
Car and Clothing Allowances	-	-	2,400	2,400
Night Differential	10,289	10,530	10,000	11,000
Contractual Labor	8,297	4,000	8,500	4,000
Employee Recognition	-	50	150	50
Personnel Subtotal	366,850	385,331	378,850	395,803
Supplies	55,900	61,000	59,006	63,500
Services and Charges	311,274	348,400	339,400	406,400
Miscellaneous	713	1,400	1,400	2,000
Division Total	734,737	796,131	778,656	867,703

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	6.00	6.00	6.00
FTEs without benefits	-	-	-
Division Total	6.00	6.00	6.00

Position Title	Adopted FY13	Proposed FY14
Facility Maintenance Supervisor	1.00	1.00
Building Maintenance Specialist	1.00	1.00
Custodial Crew Leader	1.00	1.00
Custodian	3.00	3.00
Division Total FTEs	6.00	6.00

Public Works

Division – Building Maintenance

Division Purpose:

Responsible for maintaining City facilities, which include the Community Center, the Takoma Park Library, the Takoma Park Recreation Center, the Heffner Community Center, the Public Works Complex, and the Thomas Siegler Carriage House.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$17,475 less than budget.
- The variance is primarily attributable to lower salary costs due to a staffing vacancy, contractual services for special projects and utility costs.

FY14 Budget Highlights:

- Division expenditures are \$71,572 higher — an increase of 9.0 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to higher costs for maintenance service contracts and architectural services.
- Approximately 46 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Utility costs for the various City-owned facilities total \$154,000 or about 18 percent of division expenditures. Services and charges also include the cost of specialized repair and maintenance work performed by contractors (\$249,500).

Management Objectives:

- Provide regular cleaning of all office spaces and public use areas. Ensure that City facilities are well maintained and have an attractive appearance.
- Ensure that all tile floors and carpeted areas are kept clean and receive annual treatment to maintain a professional appearance and reduce the potential for accidents and injuries.
- Provide annual painting of hallways, lobby areas, and community rooms.
- Maintain all building equipment (lighting, plumbing, heating, and cooling) in a manner that meets the needs of building users. Respond to routine requests for service within 24 hours and as soon as practical for emergency calls.
- Enhance energy efficiency when replacing components of HVAC or lighting systems.
- Evaluate building utility use and identify potential energy efficiency programs to reduce use. Review utility invoices to ensure expenditures are accurate.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Expenditures for Facility Maintenance by Contractor	\$65,000	\$133,500	\$113,000
Expenditures for Facility Maintenance In-House (not including salary)	\$23,000	\$20,000	\$25,000
Staff Hours dedicated to cleaning/week	32	32	32

Public Works

Division Summary – Equipment Maintenance

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Equipment Maintenance	474,597	483,137	423,843	507,633
Division Total	474,597	483,137	423,843	507,633

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	198,540	191,478	141,731	179,155
Fringe Benefits	64,698	63,079	55,000	76,478
Car and Clothing Allowances	-	-	400	800
Overtime	2,778	5,000	7,500	5,000
Employee Recognition	-	-	-	400
Personnel Subtotal	266,016	259,557	204,631	261,833
Supplies	191,072	204,640	201,689	226,060
Services and Charges	16,275	16,500	16,597	16,500
Miscellaneous	1,234	2,440	926	3,240
Division Total	474,597	483,137	423,843	507,633

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	3.00	3.00	3.00
FTEs without benefits	-	-	-
Division Total	3.00	3.00	3.00

Position Title	Adopted FY13	Proposed FY14
Vehicle Maintenance Supervisor	1.00	1.00
Mechanic	2.00	2.00
Division Total FTEs	3.00	3.00

Public Works

Division – Equipment Maintenance

Division Purpose:

Responsible for maintaining cars, vans, light trucks, heavy duty trucks, and other specialized motorized equipment (leaf vacuum machines, loader, skid steer, and snow plows and spreaders).

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$59,294 lower than budget.
- The variance is primarily attributable to a staff vacancy.

FY14 Budget Highlights:

- Division expenditures are \$24,496 higher — an increase of 5.1 percent — compared to budgeted expenditures for FY13. The variance is attributable to increases in fuel costs, repair material costs, and outside labor cost.
- Division FTEs remain unchanged.
- Approximately 52 percent of division expenditures are personnel related.
- Gasoline and diesel costs total \$124,400 or 25 percent of division expenditures. (Police fuel costs are reflected in the Police budget.)
- Repair and maintenance materials and outside labor and parts total \$73,360, or 14 percent of division expenditures. (Repair and maintenance costs of Police vehicles are reflected in the Police Budget.)

Management Objectives:

- Ensure that at least 90 percent of the City's fleet is operational at all times.
- Return calls for service are less than two percent.
- Provide preventative maintenance services in accordance with the manufacturer's recommended schedules.
- Track mileage and maintenance costs to ensure that vehicles are scheduled for replacement in accordance with the City's Vehicle Replacement Policy.
- Track fuel use by vehicle to determine miles per gallon experience of City's fleet.
- Maintain refueling station in a manner that meets all federal and state requirements.
- Review availability and cost of alternatively fueled vehicles that could be used in the City's fleet; make recommendations to the City Manager regarding options as current fleet vehicles are scheduled for replacement.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of vehicles maintained	73	75	75
Number of vehicles purchased	6	9	8
Pieces of equipment purchased	4	-	1
Number of vehicle/equipment work orders	1,101	923	1,000
Number of preventative maintenance performed	194	199	199

Public Works

Division Summary – Right-of-Way Maintenance

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Right-of-Way Maintenance	853,798	973,382	835,783	1,007,413
Division Total	853,798	973,382	835,783	1,007,413

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	277,892	340,686	255,698	329,276
Fringe Benefits	136,399	158,996	130,551	170,337
Overtime	20,188	22,250	25,000	25,700
Car and Clothing Allowances	-	-	2,600	3,200
Contractual Labor	68,344	76,900	76,900	85,000
Employee Recognition	450	100	100	-
Personnel Subtotal	503,273	598,932	490,849	613,513
Supplies	92,961	110,500	89,784	129,900
Services and Charges	253,136	256,450	249,950	256,500
Miscellaneous	4,428	7,500	5,200	7,500
Division Total	853,798	973,382	835,783	1,007,413

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	8.00	8.00	8.00
FTEs without benefits	-	-	-
Division Total	8.00	8.00	8.00

Position Title	Adopted FY12	Adopted FY13
Right-of-Way Maintenance Supervisor	1.00	1.00
Right-of-Way Crew Leader	2.00	2.00
Equipment Operator	1.00	1.00
Right-of-Way Maintenance Technician	4.00	4.00
Division Total FTEs	8.00	8.00

Public Works

Division – Right-of-Way Maintenance

Division Purpose:

Responsible for storm debris removal, leaf collection, snow removal, pothole repairs, park and playground maintenance, street sign maintenance, sidewalk and street cleaning, preventative roadway crack filling, and streetscape repairs.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$137,599 less than budget.
- The variance is attributable to less than anticipated personnel costs, lower snow removal costs, and reduced electricity charges for street lighting.

FY14 Budget Highlights:

- Division expenditures are \$34,031 higher — an increase of 3.5 percent — compared to budgeted expenditures for FY13. The variance is attributable to the increase in personnel costs due to festival activities and higher supply costs.
- Division FTEs remain unchanged.
- Approximately 61 percent of division expenditures are personnel related.
- Approximately 13 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$20,500), parks (\$45,000), and snow removal materials (\$33,000).
- Subcontract services and utility charges account for approximately 25 percent of division expenditures. This category includes electrical costs for streetlights, which total \$225,000.

Management Objectives:

- Operate a Citywide leaf collection program over a five-week period that provides at least two collections for every street.
- Respond as needed to treat roads for snow and ice conditions. Provide two lanes on each primary street over a 12-hour shift for a snowfall of six inches and one lane over a 12-hour shift for a snowfall of six to 12 inches.
- Maintain all grass and turf areas from spring through late fall.
- Maintain all roadway markings and crosswalks, repainting on a schedule of no less than two times per year.
- Respond to pothole reports or emergency requests within 24 hours of receipt.
- Respond to all non-emergency service requests within two weeks of receipt.
- Deliver mulch by appointment, for a fee, once a week from March through October or end of supply.
- Clean public rights-of-way, parks, and playgrounds once a week.
- Provide street sweeping at least two times per month for residential streets and three times per month in commercial areas from March through October.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of mulch sales	360	370	370
# of streets receiving preventative maintenance	5	4	7
# of street sweeping cycles annually	16	20	20

Public Works

Division Summary – Solid Waste Management

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Solid Waste Management	786,929	811,754	802,743	814,581
Division Total	786,929	811,754	802,743	814,581

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	374,623	361,739	337,859	358,065
Car and Clothing Allowances	3,600	3,600	3,353	3,600
Fringe Benefits	150,927	158,405	154,894	170,276
Overtime	16,282	18,000	28,000	21,500
Contractual Labor	22,581	9,960	25,000	8,640
Employee Recognition	-	50	300	400
Personnel Subtotal	568,013	551,754	549,406	562,481
Supplies	14,030	26,000	26,500	19,100
Services and Charges	17,827	23,000	23,500	27,000
Miscellaneous	187,059	211,000	203,337	206,000
Division Total	786,929	811,754	802,743	814,581

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	9.00	9.00	9.00
FTEs without benefits	-	-	-
Division Total	9.00	9.00	9.00

Position Title	Adopted FY13	Proposed FY14
Solid Waste Supervisor	1.00	1.00
Sanitation Driver	3.00	3.00
Sanitation Technician II	1.00	1.00
Sanitation Technician I	4.00	4.00
Division Total FTEs	9.00	9.00

Public Works

Division – Solid Waste Management

Division Purpose:

Responsible for collection of trash, recyclables, and yard waste on a weekly basis and bulk pick-up upon request. Provides snow plow drivers during snow emergencies.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$9,011 less than budget.
- The variance is attributable to less than anticipated personnel costs due to a staff vacancy and reduced recycling costs.

FY14 Budget Highlights:

- Division expenditures are \$2,827 higher — an increase of less than one percent — compared to budgeted expenditures for FY13.
- Division FTEs remain unchanged.
- Approximately 69 percent of division expenditures are personnel related.
- Approximately 28 percent of division expenditures are for disposal and/or processing of materials, including \$200,000 for solid waste tipping fees and \$24,000 for recycling processing fees.

Management Objectives:

- Provide once a week collection of refuse and recycling at curbside.
- Provide collection services at the door or porch for residents who are handicapped or elderly.
- Provide collection of yard waste on Mondays, except for weeks when a holiday falls on a Monday.
- Provide collection of heavy or large furniture items by appointment on a fee basis.
- Provide recycling containers at no cost to all households that receive City collection services.
- Provide collection of refuse and recycling at City parks and public receptacles three times a week during spring, summer, and fall and two times a week during the winter months.
- Provide for expanded recycling opportunities as markets become available.
- Promote drop-off for additional recyclable items including electronics and computers, CFL light bulbs, and motor oil and antifreeze at the Public Works Facility.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Tons of trash	3,167	3,240	3,204
Tons of recycling	1,450	1,400	1,450
Tons of yard waste collected	408	421	416
# of ROW containers serviced	112	115	115

Public Works

Division Summary – Gardens

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Gardens	182,264	190,176	174,856	197,278
Division Total	182,264	190,176	174,856	197,278

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	87,598	89,629	83,488	90,402
Fringe Benefits	31,225	31,697	30,668	34,326
Overtime	1,489	3,000	2,000	3,000
Car and Clothing Allowances	-	-	800	800
Contractual Labor	38,246	47,500	40,500	47,500
Employee Recognition	100	150	-	50
Personnel Subtotal	158,658	171,976	157,456	176,078
Supplies	22,337	15,500	15,500	18,500
Services and Charges	1,091	1,700	1,500	1,700
Miscellaneous	178	1,000	400	1,000
Division Total	182,264	190,176	174,856	197,278

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.00	2.00	2.00
FTEs without benefits	-	-	-
Division Total	2.00	2.00	2.00

Position Title	Adopted FY13	Proposed FY14
City Gardener	1.00	1.00
Garden Maintenance Technician	1.00	1.00
Division Total FTEs	2.00	2.00

Public Works

Division – Gardens

Division Purpose:

Responsible for the maintenance of the City's public gardens and planted rights-of-way that add to the beauty of Takoma Park's neighborhoods.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$15,320 less than budget.
- The variance is attributable to less than anticipated costs for personnel-related costs and training.

FY14 Budget Highlights:

- Division expenditures are \$7,102 higher — an increase of 3.7 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to additional funding in supplies, tools and personnel costs.
- Division FTEs remain unchanged.
- Approximately 89 percent of division expenditures are personnel related.
- Supplies comprise about nine percent of division expenditures and include items such as garden tools.

Management Objectives:

- Provide weeding and mulching of all City gardens and planted rights-of-way at least three times per year.
- Plan and install new gardens in public space as requested, contingent on available funding.
- Replace planting in established gardens as needed and funding allows.
- Improve the appearance of the City facilities through enhanced planting beds.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
# of new gardens created	2	8	8
# of existing gardens enhanced	13	8	10

Note:

New garden installations are planned for the Grant Avenue side of the Community Center.

A bio-retention garden is planned for Hudson Avenue.

Improvements are planned to the front Heffner Park garden beds.

Public Works

Division Summary – Urban Forest

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Urban Forest	214,322	252,506	204,058	243,127
Division Total	214,322	252,506	204,058	243,127

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	65,325	66,003	61,000	66,819
Fringe Benefits	20,423	19,303	15,108	20,708
Overtime	1,186	1,000	1,000	1,000
Car and Clothing Allowances	-	-	400	400
Employee Recognition	50	-	-	-
Personnel Subtotal	86,984	86,306	77,508	88,927
Supplies	124,105	142,000	106,000	131,000
Services and Charges	2,640	22,000	19,500	21,000
Miscellaneous	593	2,200	1,050	2,200
Division Total	214,322	252,506	204,058	243,127

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	1.00	1.00	1.00
FTEs without benefits	-	-	-
Division Total	1.00	1.00	1.00

Position Title	Adopted FY13	Proposed FY14
City Arborist	1.00	1.00
Division Total FTEs	1.00	1.00

Public Works

Division – Urban Forest

Division Purpose:

Responsible for managing the City's urban forest. Enforces Takoma Park's tree ordinance. Division is overseen by a licensed arborist.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$48,448 less than budget.
- The variance is attributable to lower than anticipated costs for public and private tree planting.

FY14 Budget Highlights:

- Division expenditures are \$9,379 lower — a decrease of 3.7 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to a slight decrease in costs for tree planting and sub-contract work.
- Division FTEs remain unchanged.
- Approximately 37 percent of division expenditures are personnel related.
- About 52 percent of division expenditures are related to tree maintenance (\$90,000) and tree planting (\$22,000 on public property and \$15,000 on private property).
- Services and charges account for approximately nine percent of division expenditures.

Management Objectives:

- Enforce the provisions of the City's tree ordinance.
- Conduct site visit within three work days of receipt of a tree removal application.
- Promote tree planting and care on private property through the annual Arbor Day celebration and annual wholesale tree purchase.
- Plant trees in City right-of-way twice a year based on annual budget allocation.
- Work with utility companies to manage and protect urban forests.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of trees removed by permit	52	55	55
Number of undesirable species trees removed by permit	18	25	25
Number of tree protection plan permits	14	20	20
Waivers issued by City Arborist	120	140	140
Number of permit denials	20	20	20
Number of trees planted in the right-of-way	125	240	130
Number of bulk buy trees planted on private property	45	50	50
Tree Impact Assessments	37	70	70
# of municipal infraction citations issued.	7	5	5

Public Works

Division Summary – City Engineer

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
City Engineer	115,499	217,289	153,939	223,461
Division Total	115,499	217,289	153,939	223,461

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	57,792	99,664	54,588	97,924
Fringe Benefits	17,308	34,325	16,851	36,547
Overtime	-	200	-	200
Contractual Labor	-	-	-	6,250
Employee Recognition	-	-	-	40
Personnel Subtotal	75,100	134,189	71,439	140,961
Supplies	-	-	-	-
Services and Charges	40,399	82,500	82,500	82,500
Miscellaneous	-	600	-	-
Division Total	115,499	217,289	153,939	223,461

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.75	1.35	1.35
FTEs without benefits	-	-	-
Division Total	0.75	1.35	1.35

Position Title	Adopted FY13	Proposed FY14
City Engineer	0.50	0.50
Public Works Projects Coordinator	0.60	0.60
Administrative Assistant II	0.25	0.25
Division Total FTEs	1.35	1.35

Public Works

Division – City Engineer

Division Purpose:

Manages and directs all street restoration and sidewalk improvement programs. Provides engineering support to other City departments.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$63,350 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs due to a staff vacancy.

FY14 Budget Highlights:

- Division expenditures are \$6,172 higher — an increase of 2.8 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to increased funding for a temporary office assistant.
- Division FTEs remain unchanged.
- Approximately 63 percent of division expenditures are personnel related. Personnel expenditures increased \$6,772 from the budgeted amount for FY13.
- About 37 percent of division expenditures are related to services and charges, specifically contractual engineering and other professional work.

Management Objectives:

- Oversee street restoration program based on funding allocation. Provide 72 hours public notice prior to commencement of construction.
- Coordinate City street work with area utilities.
- Maintain record of necessary repairs to City streets, curbs, gutters, and sidewalks. Schedule repairs at least twice a year, contingent on available funding.
- Implement sidewalk improvement program as directed by the Council.
- Permit and review the work in the right-of-way performed by utilities and other contractors to ensure that the work area is restored appropriately.
- Provide civil engineering support to other City departments as necessary.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Miles of road resurfaced	1.057	0.94	1.00
Square feet of asphalt patch	16,395	5,000	10,000
Linear feet of curb/gutter replaced	10,826	6,870	6,672
Square yards of sidewalk repaired	6,825	5,615	5,451
Square footage of porous pavement installed	651*	-	1,000

* Brick sidewalk

Recreation

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administration	236,938	281,457	248,116	1,067,000
Takoma Park Recreation Center	216,274	243,146	229,894	90,150
Community Programs	63,943	76,004	87,719	62,125
Athletic Fields and Facilities	54,934	61,851	58,100	44,000
Camps	64,732	87,381	73,850	44,600
Before and After School Programs	121,833	122,074	119,177	54,450
Community Center	398,956	526,094	409,362	170,055
Department Total	1,157,610	1,398,007	1,226,218	1,532,380

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	700,542	824,534	727,645	883,630
Fringe Benefits	208,015	269,148	191,537	327,000
Overtime	1,321	4,400	2,400	5,800
Employee Recognition	25	250	250	150
Personnel Subtotal	909,903	1,098,332	921,832	1,216,580
Supplies	15,597	21,900	19,300	23,050
Services and Charges	176,661	187,575	191,319	189,850
Miscellaneous	55,449	90,200	93,767	102,900
Department Total	1,157,610	1,398,007	1,226,218	1,532,380

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Takoma/Langley Recreation Agreement	79,670	87,650	87,650	87,650
Program/Service Charges	493,344	423,500	462,968	428,000
Subtotal	573,014	511,150	550,618	515,650
General Fund	584,596	886,857	675,600	1,016,730
Department Total	1,157,610	1,398,007	1,226,218	1,532,380

Staffing Summary by Division (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
Administration	2.25	2.25	11.50
Takoma Park Recreation Center	3.39	3.44	2.08
Community Programs	0.45	0.50	0.60
Athletic Fields and Facilities	0.20	0.20	-
Camps	2.07	1.35	1.67
Before & After School Programs	2.13	2.43	1.21
Community Center	7.30	7.56	2.70
Department Total FTEs	17.79	17.73	19.76

Recreation

Department Summary

Department Overview:

The Recreation Department is responsible for developing and providing creative, diversified, and safe programs and services that attract participants of all ages and for delivering those services and programs in an effective and efficient manner. Staff works in collaboration with youth, seniors, and others to identify new programs and services in which they might be interested.

These functions are accounted for in seven divisions. They are Administration, Takoma Park Recreation Center, Community Programs, Athletic Fields/Facilities, Camps, Before- and After-School Programs, and Community Center.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$171,789 less than budget.
- The variance is attributable to career staff vacancies.

FY14 Budget Highlights:

- Departmental expenditures are \$134,373 higher — an increase of 9.6 percent — compared to budgeted expenditures for FY13.
- Departmental FTEs increase by 2.03.
- Approximately 79 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$118,248 compared to budgeted expenditures for FY13.

- Services and charges account for about twelve percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$21,000), contractual program instruction (\$57,000), and rental of school facilities (\$19,000).
- Miscellaneous expenditures represent approximately seven percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.



Recreation

Division Summary – Administration

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administration	236,938	281,457	248,116	1,067,000
Division Total	236,938	281,457	248,116	1,067,000

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	130,728	155,715	137,350	694,600
Fringe Benefits	50,340	61,317	46,900	300,000
Overtime	88	1,000	1,000	5,800
Employee Recognition	-	50	50	150
Personnel Subtotal	181,156	218,082	185,300	1,000,550
Supplies	3,310	3,700	2,000	6,500
Services and Charges	46,579	47,500	50,941	51,850
Miscellaneous	5,893	12,175	9,875	8,100
Division Total	236,938	281,457	248,116	1,067,000

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.25	2.25	11.5
FTEs without benefits	-	-	-
Division Total	2.25	2.25	11.5

Position Title	Adopted FY13	Proposed FY14
Recreation Director	0.70	1.0
Assistant Recreation Director	0.45	1.0
Recreation Manager	-	1.0
Recreation Supervisor I	-	1.0
Recreation Supervisor II	0.10	3.0
Administrative Assistant I	-	1.0
Administrative Assistant II	1.00	1.0
Recreation Coordinator I	-	1.0
Recreation Coordinator II	-	1.5
Division Total FTEs	2.25	11.5

Recreation

Division – Administration

Division Purpose:

Responsible for the oversight of all departmental functions. Establishes departmental goals. Prepares and monitors departmental budget.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$33,341 less than budget.
- The variance is primarily attributable to career staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$785,584 higher — an increase of 279 percent — compared to budgeted expenditures for FY13. The variance is attributable to the transfer of career staff to the Administration Division.
- Division FTEs increase by 9.25.
- Approximately 94 percent of division expenditures are personnel related.
- Services and charges represent about five percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing of the program brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$22,000).

- Charges categorized as miscellaneous account for less than one percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.

Management Objectives:

- Maintain current partnerships to enhance service delivery to the residents of Takoma Park. Develop new partnerships to utilize the many talents of Takoma Park residents and organizations.
- Provide progressive skill-building opportunities to participants to increase employability and enhance their development.
- Actively promote programs across socio-economic and cultural lines using a variety of marketing tools and outreach.
- Maintain a price differential for fees, based on full costs so that non-Takoma Park residents generally pay more.
- Enhance staff development through individual coaching, training, and evaluation to promote professional and personal growth.

Recreation

Division Summary – Takoma Park Recreation Center

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Takoma Park Recreation Center	216,274	243,146	229,894	90,150
Division Total	216,274	243,146	229,894	90,150

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	151,913	168,763	162,400	56,400
Fringe Benefits	37,669	45,883	35,360	6,200
Overtime	35	600	200	-
Employee Recognition	-	-	-	-
Personnel Subtotal	189,617	215,246	197,960	62,600
Supplies	1,947	1,900	1,900	2,400
Services and Charges	20,752	21,975	26,009	21,000
Miscellaneous	3,958	4,025	4,025	4,150
Division Total	216,274	243,146	229,894	90,150

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	1.65	1.65	-
FTEs without benefits	1.74	1.79	2.08
Division Total	3.39	3.44	2.08

Position Title	Adopted FY13	Proposed FY14
Recreation Director	0.10	-
Assistant Recreation Director	0.35	-
Recreation Supervisor II	0.20	-
Recreation Supervisor I	1.00	-
Part-time Staff	1.79	2.08
Division Total FTEs	3.44	2.08

Recreation

Division – Takoma Park Recreation Center

Division Purpose:

Operates the Takoma Park Recreation Center located on New Hampshire Avenue. The building is owned by the Maryland-National Park and Planning Commission and operated by the Montgomery County Recreation Department. The County subcontracts the operation of the facility to the City of Takoma Park, for which the City receives an operating payment.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$13,252 less than budget.
- The variance is primarily attributable to career staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$152,996 lower — a decrease of 62.9 percent — compared to budgeted expenditures for FY13.
- The variance is primarily attributable to the transfer of career staff to the Administration Division.
- Division FTEs decrease by 1.36.
- Approximately 69 percent of division expenditures are personnel related.
- Services and charges represent about 23 percent of division expenditures. This category includes the cost of contractual program instructors (\$12,000) and telephone costs for the facility (\$7,000).
- Charges categorized as miscellaneous account for about five percent of division expenditures. This classification includes certain programmatic costs such as teen trips and programs and expenditures for department sponsored special events.

Management Objectives:

- Develop partnerships with local healthcare providers that will enhance the fitness expo.
- Increase marketing of fitness room memberships by using a variety of mediums including social media and special promotions for City residents.
- Continue shuttle service between the Recreation Center and Community Center once a month for special teen events.
- Implement an environmental awareness program with an emphasis on composting.
- Develop and implement two adult sports leagues.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Memberships (Fitness & Gym)	148	150	150
Memberships (Fitness Only)	49	55	55
People served	9,825	18,268	18,500

Recreation

Division Summary – Community Programs

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Community Programs	63,943	76,004	87,719	62,125
Division Total	63,943	76,004	87,719	62,125

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	25,758	32,235	38,665	13,725
Fringe Benefits	8,234	9,969	9,543	1,100
Overtime	25	500	200	-
Personnel Subtotal	34,017	42,704	48,408	14,825
Supplies	1,944	3,500	3,400	350
Services and Charges	6,693	7,500	7,069	7,500
Miscellaneous	21,289	22,300	28,842	39,450
Division Total	63,943	76,004	87,719	62,125

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.45	0.50	-
FTEs without benefits	-	-	0.60
Division Total	0.45	0.50	0.60

Position Title	Adopted FY13	Proposed FY14
Recreation Manager	0.20	-
Recreation Supervisor II	0.25	-
Recreation Coordinator I	0.05	-
Seasonal Staff	-	0.60
Division Total FTEs	0.50	0.60

Recreation



Division – Community Programs

Division Purpose:

Encompasses a variety of sports activities/programs, trips and special events held throughout the year.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$11,715 higher than the budget.
- The variance is primarily attributable to additional funding for Celebrate Takoma.

FY14 Budget Highlights:

- Division expenditures are \$13,879 lower — a decrease of 18.3 percent — compared to budgeted expenditures for FY13.
- The variance is primarily attributable to transferring career staff to the Administration Division.
- Division FTEs increase by 0.1.
- Approximately 24 percent of division expenditures are personnel related.

- Charges categorized as miscellaneous account for about 64 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees. Expenditures for department-sponsored special events such as the Halloween Parade and the Egg Hunt, sports programs, and Fun Days are also accounted for in this category.

Management Objectives:

- Create a more cohesive and neighborly community through special events such as the Annual Egg Hunt, the Halloween program, and Celebrate Takoma.
- Increase Y.E.S. League participation by expanding program and adding a young adult division.
- Support existing local festivals by participating in outreach efforts such as having a booth presence or providing staff-led activities that engage a diverse segment of the community.
- Expand the flag football program by implementing a spring league.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Flag Football Participants	21	100	120
Y.E.S. Participants	96	129	120
T-Ball Participants	133	130	130
Winter Basketball Participants	639	622	624
Tennis Lesson Participants	36	46	40
Number of Special Event Participants	710	2070	2200
Staff participation in local festivals and special events.	4	12	12

Recreation

Division Summary – Athletic Fields & Facilities

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Athletic Fields and Facilities	54,934	61,851	58,100	44,000
Division Total	54,934	61,851	58,100	44,000

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	13,501	13,773	12,700	-
Fringe Benefits	3,976	4,078	3,900	-
Overtime	-	-	-	-
Personnel Subtotal	17,477	17,851	16,600	-
Supplies	-	-	-	-
Services and Charges	37,457	44,000	41,500	44,000
Miscellaneous	-	-	-	-
Division Total	54,934	61,851	58,100	44,000

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.20	0.20	-
FTEs without benefits	-	-	-
Division Total	0.20	0.20	-

Position Title	Adopted FY13	Proposed FY14
Recreation Manager	0.20	-
Division Total FTEs	0.20	-

Recreation

Division – Athletic Fields and Facilities

Division Purpose:

Oversees maintenance of athletic fields and facilities, including Lee Jordan Field and Ed Wilhelm Field. The fields are maintained and permitted by the City in accordance with the agreement between the City and Montgomery County Public Schools (Lee Jordan) and Maryland-National Park and Planning Commission (Ed Wilhelm). Payment for the department's rental and use of school facilities are accounted for in this division.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$3,751 less than budget.
- The variance is attributable to less field maintenance due to the renovation of the Ed Wilhelm field.

FY14 Budget Highlights:

- Division expenditures are \$17,851 lower — a decrease of 28.9 percent — compared to budgeted expenditures for FY13.
- The increase is primarily due to the transfer of career staff to the Administration Division.
- Division FTEs decrease by .20.
- Services and charges represent 100 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$25,000).
- Services and charges also include the monies paid to the Interagency Coordinating Board for the rental of school facilities for City-provided recreational programs (\$19,000).

Management Objectives:

- Maintain financial partnerships with sports leagues to defray costs of field maintenance.
- Continue successful maintenance program for Lee Jordan and Ed Wilhelm fields.
- Maintain service of port-o-johns at Lee Jordan field, Spring Park, and Belle Ziegler Park.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of seeding applications	1	2	2

Recreation

Division Summary – Camps

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Camps	64,732	87,381	73,850	44,600
Division Total	64,732	87,381	73,850	44,600

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	33,933	49,993	42,050	20,000
Fringe Benefits	11,215	14,188	9,200	1,600
Overtime	39	500	400	-
Personnel Subtotal	45,187	64,681	51,650	21,600
Supplies	908	1,800	1,800	1,800
Services and Charges	14,058	15,300	14,200	15,600
Miscellaneous	4,579	5,600	6,200	5,600
Division Total	64,732	87,381	73,850	44,600

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.40	0.50	-
FTEs without benefits	1.67	0.85	1.67
Division Total	2.07	1.35	1.67

Position Title	Adopted FY13	Proposed FY14
Assistant Recreation Director	0.05	-
Recreation Supervisor II	0.20	-
Recreation Supervisor I	0.25	-
Seasonal Staff	0.85	1.67
Division Total FTEs	1.35	1.67

Recreation

Division – Camps

Division Purpose:

Develops programming for summer and Spring Break camps and oversees their operation. There are three summer camps: Extreme Horizons Camp is oriented towards the difficult to reach age group in grades 6 through 8. Recess Camp is located at the Takoma Park Recreation Center and Camp Takoma at the Community Center.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$13,531 less than budget.
- The variance is attributable to career staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$42,781 lower — a decrease of 49.0 percent — compared to budgeted expenditures for FY13.
- The variance is primarily attributable to transferring career staff to the Administration Division.
- Approximately 48 percent of division expenditures are personnel related.
- Division FTEs decrease by 0.32.
- Services and charges represent about 36 percent of division expenditures. This category includes contractual costs for special programs and transportation.
- Expenditures categorized as miscellaneous account for approximately 13 percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.

Management Objectives:

- Increase customer satisfaction rating of the City's summer and Spring Break camps. The evaluation return rate from parents and participants should be 40%.
- Maintain career staff involvement with specialty camps to include hands-on participation and planning.
- Provide skill building camp opportunities for teens that will increase personal development and increase job readiness.
- Find a designated contractor to design a complete program that takes participants through the stages of theater.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of participants in Counselor-in-Training Program	0	4	6
Percentage of favorable ratings for Spring Break Camp	80	83	80
Percentage of evaluations returned for Spring Break Camp	40	50	50
Percentage of favorable ratings for Summer Camp	90	85	85
Percentage of evaluations returned for Summer Camp	35	40	40
Implement summer specialty camps	8	13	13
Number of skill building teen camp opportunities	NA	1	1

Recreation

Division Summary – Before & After School Programs

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Before and After School Programs	121,833	122,074	119,177	54,450
Division Total	121,833	122,074	119,177	54,450

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	86,904	83,671	86,400	37,750
Fringe Benefits	26,439	27,053	23,427	5,700
Overtime	170	300	200	-
Employee Recognition	-	50	50	-
Personnel Subtotal	113,513	111,074	110,077	43,450
Supplies	4,212	4,500	4,300	5,500
Services and Charges	3,688	5,900	4,200	4,900
Miscellaneous	420	600	600	600
Division Total	121,833	122,074	119,177	54,450

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.92	0.90	-
FTEs without benefits	1.21	1.53	1.21
Division Total	2.13	2.43	1.21

Position Title	Adopted FY13	Proposed FY14
Assistant Recreation Director	0.05	-
Recreation Supervisor II	0.15	-
Recreation Supervisor I	0.70	-
Seasonal Staff	1.53	1.21
Division Total FTEs	2.43	1.21

Recreation

Division – Before & After School Programs

Division Purpose:

Develop leisure interests for those in grades K-5. The before- and after-school program is conducted at the Takoma Park Community Center every day that school is in session throughout the school year.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$2,897 less than budget.

FY14 Budget Highlights:

- Division expenditures are \$67,624 lower — a decrease of 55.4 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to the transfer of career staff to the Administration Division.
- Division FTEs decreased by 1.22.
- Approximately 80 percent of division expenditures are personnel related.

Management Objectives:

- Continue the specialty clubs including healthy eating and wellness programs.
- Increase customer satisfaction with the before- and after-school care programs by receiving 50 percent or better rate of return for surveys.
- Continue a parent orientation that emphasizes program policies, procedures, staff introductions, and program overview.

- Obtain staff certifications by attending six hours of training that specializes in childcare and after school programming.
- Develop a bi-monthly newsletter to communicate program highlights and upcoming events to parents and participants.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Percentage of staff receiving six hours of training	100	100	100
Percentage of evaluations returned	50	50	60
Staff-led clubs and activities	6	6	6
Percentage of favorable ratings for Before/After Care	80	86	80
Contractor-led clubs/activities	2	2	2

Recreation

Division Summary – Takoma Park Community Center

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Community Center	398,956	526,094	409,362	170,055
Division Total	398,956	526,094	409,362	170,055

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	257,806	320,384	248,080	61,155
Fringe Benefits	70,141	106,660	63,207	12,400
Overtime	964	1,500	400	-
Employee Recognition	25	150	150	-
Personnel Subtotal	328,936	428,694	311,837	73,555
Supplies	3,276	6,500	5,900	6,500
Services and Charges	47,435	45,400	47,400	45,000
Miscellaneous	19,309	45,500	44,225	45,000
Division Total	398,956	526,094	409,362	170,055

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	4.00	4.50	-
FTEs without benefits	3.30	3.06	2.70
Division Total	7.30	7.56	2.70

Position Title	Adopted FY13	Proposed FY14
Recreation Director	0.20	-
Assistant Recreation Director	0.10	-
Recreation Manager	0.60	-
Recreation Supervisor II	1.10	-
Recreation Coordinator I	1.00	-
Recreation Coordinator II	1.00	-
Administrative Assistant I	0.50	-
Part-time Staff	3.06	2.70
Division Total FTEs	7.56	2.70

Recreation

Division – Takoma Park Community Center

Division Purpose:

Oversees staffing, operations, and programming of the Takoma Park Community Center. Includes programming for senior citizens and teens, youth activities held in the Game Room and Teen Room, and reception desk operations. Costs related to class offerings, previously accounted for in Administration, are reflected in this division as contractors.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$116,732 less than budget.
- The variance is attributable to career staff vacancies.

FY14 Budget Highlights:

- Division expenditures are \$356,039 lower — a decrease of 67.7 percent — compared to budgeted expenditures for FY13.
- The variance is primarily attributable to the transfer of career staff to the Administration Division.
- Approximately 43 percent of division expenditures are personnel related.
- Division FTEs decreased by 4.86.
- Services and charges represent about 26 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$47,000).
- Charges categorized as miscellaneous account for about 27 percent of division expenditures. This classification includes costs for senior programming (\$12,500) and teen programming (\$30,000).

Management Objectives:

- Continue to provide meaningful service learning opportunities for young people to obtain their required hours for graduation.
- Expand the teen program to include developmental opportunities, job readiness, recreational programs, and fun.
- Implement a variety of multi-media classes specializing in audio and video production for teens and young adults.
- Expand program offerings that target active adults (55 and over).
- Partner with local community groups to enhance senior program offerings.
- Dedicate financial resources to support programming for residents ages 18 – 24.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of service learning hours recorded	766	712	830
Number of toddler programs	53	53	55
Number of developmental teen programs/ trips	NA	9	24
Number of active adult programs (Baby Boomers)	NA	NA	6
Number of Senior Program partners	NA	NA	16

Housing and Community Development

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administration	131,365	168,935	113,730	180,692
Code Enforcement	415,051	471,141	441,305	472,400
Landlord-Tenant	120,821	124,359	115,557	126,315
COLTA	77,704	81,879	71,956	80,049
Community Development	337,421	472,089	407,214	492,695
Affordable Housing	94,050	181,148	172,950	181,509
Department Total	1,176,412	1,499,551	1,322,712	1,533,660

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	581,440	663,502	555,661	661,179
Fringe Benefits	215,934	248,644	193,981	265,191
Overtime	7,502	6,100	4,450	4,700
Employee Recognition	800	250	115	310
Personnel Subtotal	805,676	918,496	754,207	931,380
Supplies	16,387	20,800	15,300	42,500
Services and Charges	340,168	534,800	531,100	507,100
Miscellaneous	14,181	25,455	22,105	52,680
Department Total	1,176,412	1,499,551	1,1322,712	1,533,660

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Inspection Fees	303,091	303,850	312,000	309,000
Municipal Infraction Fees	12,583	15,000	5,500	5,500
Subtotal	315,674	318,850	317,500	314,500
General Fund	860,735	1,180,701	1,1005,212	1,219,160
Department Total	1,176,409	1,499,551	1,322,212	1,533,660

Staffing Summary by Division (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
Administration	0.90	1.40	1.40
Code Enforcement	3.00	3.00	3.00
Landlord-Tenant	1.28	1.28	1.28
COLTA	0.62	0.62	0.62
Community Development	2.98	3.76	3.76
Affordable Housing	0.60	0.60	0.60
Department Total FTEs	9.38	10.66	10.66

Housing and Community Development

Department Summary

Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, code enforcement, neighborhood revitalization, and arts and humanities. Administrative and technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions.

These functions are accounted for in six divisions: Administration, Code Enforcement, Landlord-Tenant Office, Commission on Landlord and Tenant Affairs, Community Development, and Affordable Housing.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$176,839 less than budget.
- The variance is primarily attributable to lower than anticipated staffing costs and demand for contracted services.

FY14 Budget Highlights:

- Departmental expenditures are \$34,109 higher — an increase of 2.3 percent — compared to budgeted expenditures for FY13. The variance is attributable to increases in funding requests related to proposed economic development activities in Old Takoma and along the New Hampshire Avenue Corridor.
- Departmental FTEs remain unchanged.
- Approximately 61 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$12,884 compared to budgeted expenditures for FY13.

- Services and charges account for about 33 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County (\$212,700), rent increase petition reviews (\$12,000), tenant organizing (\$27,500), feasibility study (\$35,000), and continued funding of activities in Takoma Junction (\$15,000). The operating subsidy for the Old Takoma Main Street Program (\$30,000) is included in this category. This category also includes funding (\$80,000) to assist property owners in correcting property code violations identified by code enforcement.
- Miscellaneous expenditures represent approximately three percent of departmental expenditures.



Housing and Community Development

Division Summary – Administration

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Administration	131,365	168,935	113,730	180,692
Division Total	131,365	168,935	113,730	180,692

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	63,556	90,599	56,270	93,752
Fringe Benefits	27,943	43,136	19,110	45,940
Overtime	-	-	-	-
Employee Recognition	300	100	-	-
Personnel Subtotal	91,799	133,835	75,380	139,692
Supplies	6,250	5,500	5,000	7,200
Services and Charges	33,176	28,600	32,550	32,700
Miscellaneous	140	1,000	800	1,100
Division Total	131,365	168,935	113,730	180,692

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.90	1.40	1.40
FTEs without benefits	-	-	-
Division Total	0.90	1.40	1.40

Position Title	Adopted FY13	Proposed FY14
Director of Housing & Community Development	0.40	0.40
Management Assistant	0.50	0.50
Administrative Assistant II	0.50	0.50
Division Total FTEs	1.40	1.40

Housing and Community Development

Division – Administration

Division Purpose:

Responsible for oversight of departmental functions. Establishes departmental goals. Prepares and monitors departmental budget.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$55,205 less than budget.
- The variance is attributable to lower than anticipated personnel costs.

FY14 Budget Highlights:

- Division expenditures are \$11,757 higher — an increase of seven percent — compared to budgeted expenditures for FY13.
- The budgetary increase is primarily attributable to personnel and contract costs.
- Division FTEs remain unchanged.
- Approximately 77 percent of division expenditures are personnel related.
- Services and charges represent about 18 percent of division expenditures. This category includes copier lease costs, telephone charges, computer related expenses, and postage costs.

Management Objectives:

- Prioritize and direct departmental activities to further the goals and objectives of the City Council.

- Ensure programming and special projects have adequate staffing and budgetary resources.
- Coordinate appropriate staffing of Council appointed task forces, committees and advisory boards.
- Inform the community of programming offered by the Department.
- Develop means of measuring community impact of departmental services, establish new impact indicators, and adjust programming accordingly.

Performance/Workload Measures:

Measurement	Calendar Year		
	2011	2012	2013
Number of Departmental Staff Meetings	10	12	11
Divisional Budgets Monitored	6	6	6
Number of Special Revenue Fund Projects Managed	7	9	9
Number of Statutory Committees, Advisory Board, Commissions Supported	4	5	4

Housing and Community Development

Division Summary – Code Enforcement

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Code Enforcement	415,051	471,141	441,305	472,400
Division Total	415,051	471,141	441,305	472,400

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	147,917	158,523	134,650	158,290
Fringe Benefits	59,775	64,413	54,550	69,580
Overtime	635	600	600	700
Employee Recognition	200	-	-	150
Personnel Subtotal	208,527	223,536	189,800	228,720
Supplies	724	300	300	300
Services and Charges	201,847	240,500	246,500	237,000
Miscellaneous	3,953	6,805	4,705	6,380
Division Total	415,051	471,141	441,305	472,400

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	3.00	3.00	3.00
FTEs without benefits	-	-	-
Division Total	3.00	3.00	3.00

Position Title	Adopted FY13	Proposed FY14
Code Enforcement Supervisor	1.00	1.00
Code Enforcement Inspector	1.00	1.00
Administrative Assistant II	1.00	1.00
Division Total FTEs	3.00	3.00

Housing and Community Development

Division – Code Enforcement

Division Purpose:

Provide for the inspection of residential, commercial and institutional properties and vacant parcels; implementation of the target area inspection program; licensing of rental housing facilities; and administration of the Landlord Certification Program.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$29,836 lower than budget.
- The variance is attributable to lower than anticipated personnel costs.

FY14 Budget Highlights:

- Division expenditures are \$1,259 higher — an increase of 0.3 percent — compared to budgeted expenditures for FY13.
- Division FTEs remain unchanged.
- Approximately 48 percent of division expenditures are personnel related.
- Services and charges represent 50 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$212,700). Funding in the amount of \$10,000 is included for the continuation of the "clean and lien" program which provides for the implementation of court ordered abatement actions. Additional funding has been budgeted in support of the online rental licensing system and inspection tracking software (\$11,600).

Management Objectives:

- Ensure timely and appropriate inspection and licensing of rental housing properties.
- Provide effective, timely, and proactive enforcement of the Property Maintenance Code and abatement of identified code violations.
- Continue ongoing outreach and educational.
- Finalize and implement new community impact indicators.

Performance/Workload Measures:

Measurement	Calendar Year		
	2011	2012	2013
Rental Housing Licensing Program			
Public Contacts	4,522	4,856	4,700
Rental Licenses - Issued	407	442	420
Rental Licenses - Discontinued	43	26	35
Rental Units Inspected	3,059	2,924	3,050
Landlord Certification Seminars	12	12	12
Landlord Certification Exams Given	77	54	65
Landlord Certificates Issued	199	195	195
Notices of Violation Issued	195	129	160
Municipal Citations Issued	30	56	45
Property Maintenance Code Enforcement			
Public Contacts	2,321	2,094	2,200
Courtesy Notices Issued	135	144	140
Property Maintenance Complaints	255	219	240
Complaint Cases Opened	236	252	245
Complaint Cases Closed	145	145	200
Notices of Violation Issued	292	144	205
Municipal Citations Issued	115	80	105
Handbills and Flyers Removed	1,240	1,365	1,100

Housing and Community Development

Division Summary – Landlord-Tenant

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Landlord-Tenant	120,821	124,359	115,557	126,315
Division Total	120,821	124,359	115,557	126,315

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	83,347	85,393	78,632	84,300
Fringe Benefits	34,071	34,616	33,500	37,200
Overtime	1,104	1,000	1,000	1,000
Employee Recognition	-	-	75	40
Personnel Subtotal	118,522	121,009	113,207	122,540
Supplies	-	-	-	-
Services and Charges	2,062	2,500	1,500	2,000
Miscellaneous	237	850	850	1,775
Division Total	120,821	124,359	115,557	126,315

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	1.28	1.28	1.28
FTEs without benefits	-	-	-
Division Total	1.28	1.28	1.28

Position Title	Adopted FY13	Proposed FY14
Affordable Housing Manager	0.25	0.25
Landlord/Tenant Mediation Specialist	0.33	0.33
Housing Specialist	0.70	0.70
Division Total FTEs	1.28	1.28

Housing and Community Development

Division – Landlord-Tenant

Division Purpose:

Investigates and resolves disputes between landlords and tenants; coordinates processing of complaints filed with the Commission on Landlord-Tenant Affairs; undertakes a variety of educational and outreach programs targeted to local landlords and tenants; and administers contracts with emergency service providers.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$8,802 less than budget.
- The variance is due to lower than anticipated personnel costs.

FY14 Budget Highlights:

- Division expenditures are \$1,956 higher — an increase of 1.6 percent — compared to budgeted expenditures for FY13.
- The budgetary increase is primarily attributable to higher personnel costs.
- Division FTEs remain unchanged.
- Approximately 97 percent of division expenditures are personnel related.

Management Objectives:

- Mediate landlord and tenant disputes in an unbiased and professional manner.
- Continue landlord and tenant outreach and education programs.
- Provide appropriate oversight of emergency assistance contracts.

- Update Landlord Tenant Handbook to reflect FY13 code changes.
- Finalize and implement new community impact indicators.

Performance/Workload Measures:

Measurement	Calendar Year		
	2011	2012	2013
Landlord Tenant Contacts	2,706	2,846	2,600
Landlord Certification Seminars	12	12	12
Tenant Rights Workshops	3	2	2
Credit Checks Conducted	51	57	55
Emergency Assistance Recipients	46	64	125
Municipal Citations Issued	15	-	1
Takoma Park Newsletter Articles	12	12	12

Housing and Community Development

Division Summary – Commission on Landlord and Tenant Affairs

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
COLTA	77,704	81,879	71,956	80,049
Division Total	77,704	81,879	71,956	80,049

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	41,414	42,483	39,122	41,897
Fringe Benefits	16,629	16,846	16,394	18,077
Overtime	473	500	350	500
Employee Recognition	-	-	40	25
Personnel Subtotal	58,516	59,829	55,906	60,499
Supplies	-	-	-	-
Services and Charges	18,926	21,000	15,000	18,600
Miscellaneous	262	1,050	1,050	950
Division Total	77,704	81,879	71,956	80,049

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.62	0.62	0.62
FTEs without benefits	-	-	-
Division Total	0.62	0.62	0.62

Position Title	Adopted FY13	Proposed FY14
Affordable Housing Manager	0.15	0.15
Landlord/Tenant Mediation Specialist	0.17	0.17
Housing Specialist	0.30	0.30
Division Total FTEs	0.62	0.62

Housing and Community Development

Division – Commission on Landlord and Tenant Affairs

Division Purpose:

Conduct hearings related to complaints between tenants and landlords and provide administrative oversight of the City's rent stabilization programming. Review petitions to increase rents above the annual rent increase allowance, applications for exemptions from rent stabilization, and annual rent report submissions.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$9,923 less than budget.
- The variance is attributable in part to lower than anticipated submissions of fair return rent increase petitions and personnel costs.

FY14 Budget Highlights:

- Division expenditures are \$1,830 lower – a decrease of 2.2 percent — compared to budgeted expenditures for FY13.
- The budgetary variance is primarily attributable to an anticipated reduction in contractual costs associated with the fair return petition process.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Services and charges represent 23 percent of division expenditures. This category includes the cost of the City's contract for services for the review of fair return rent increase petitions (\$12,000) and the maintenance fee for the online rents reporting system (\$6,600).

Management Objectives:

- Coordinate and conduct COLTA hearings in accordance with established regulations.
- Conduct workshops on the Fair Return Rent Increase petition process.
- Process rent reports, applications for exemptions from rent stabilization and rent increase petitions in a timely and accurate manner.
- Finalize and implement new community impact indicators.

Performance/Workload Measures:

Measurement	Calendar Year		
	2011	2012	2013
COLTA - Business Meetings	1	1	1
COLTA - Cases Filed	13	9	12
COLTA - Cases Mediated	6	4	7
COLTA - Hearings Conducted	5	4	5
Fair Return Petitions - Workshops	4	1	2
Fair Return Petitions - Filed	2	1	1
Fair Return Petitions - Hearings	0	0	0
Rent Stabilization Exemptions Processed	2	19	20
Rent Reports Monitored	260	280	260
Municipal Citations Issued	11	11	10
Takoma Park Newsletter Columns	12	12	12

Housing and Community Development

Division Summary – Community Development

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Community Development	337,421	472,089	407,214	492,695
Division Total	337,421	472,089	407,214	492,695

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	194,230	234,628	199,187	231,398
Fringe Benefits	62,527	75,511	56,877	79,322
Overtime	5,290	4,000	2,500	2,500
Employee Recognition	300	150	-	-
Personnel Subtotal	262,347	314,289	258,564	313,220
Supplies	9,413	15,000	10,000	35,000
Services and Charges	57,358	131,600	126,500	106,200
Miscellaneous	8,303	11,200	12,150	38,275
Division Total	337,421	472,089	407,214	492,695

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.60	2.60	2.60
FTEs without benefits	.38	1.16	1.16
Division Total	2.98	3.76	3.76

Position Title	Adopted FY13	Proposed FY14
Director of Housing & Community Development	0.60	0.60
Community Development Coordinator	1.00	1.00
Planner	1.00	1.00
Community Development Specialist	0.00	0.00
Interns	1.16	1.16
Division Total FTEs	3.76	3.76

Housing and Community Development

Division – Community Development

Division Purpose:

Provide technical assistance to local businesses and business associations; coordinate the development review process; monitor and review significant redevelopment projects and cross-jurisdictional planning initiatives; develop and coordinate neighborhood revitalization projects; and develop and administer various grant programs, neighborhood initiatives, and cultural programming.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$64,875 less than budget.
- The variance is attributable to staffing vacancies and contractual services.

FY14 Budget Highlights:

- Division expenditures are \$20,606 higher — an increase of 4.4 percent — compared to budgeted expenditures for FY13.
- The budgetary variance is attributable to an increase in various economic development initiatives.
- Division FTEs remain unchanged.
- Approximately 64 percent of division expenditures are personnel related.
- Services and charges represent 22 percent of division expenditures. Included in this category is the Old Takoma Business Association requested operating subsidy (\$30,000), continued programming in Takoma Junction (\$15,000), and economic development initiatives along the New Hampshire Avenue corridor.

Management Objectives:

- Provide technical assistance on matters related to economic development, site and building improvements, neighborhood improvements, and community development projects.
- Partner with local business associations to preserve and create attractive and viable commercial areas.
- Continue to promote the redevelopment and revitalization of the New Hampshire Avenue corridor and Takoma Langley Crossroads Sector Plan area.
- Coordinate with area jurisdictions on transportation, economic development, and neighborhood revitalization projects.
- Coordinate cultural programming under the auspices of the Arts and Humanities Commission.
- Finalize and implement new community impact indicators.

Performance/Workload Measures:

Measurement	Calendar Year		
	2011	2012	2013
NHA corridor projects	4	6	5
The New Ave.com - Daily Visitors	250	334	350
Capital Projects in excess of \$15,000	5	2	5
Façade Improvements	0	8	9
Development Review	3	2	2
Permit Letters Issued	190	243	200
Community Meetings / Events	14	30	20
Takoma Park Newsletter Articles	13	8	8
Safe Routes to School Events	23	25	25
We are Takoma Cultural Programs	50	50	50

Housing and Community Development

Division Summary – Affordable Housing

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Affordable Housing	94,050	181,148	172,950	181,509
Division Total	94,050	181,148	172,950	181,509

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	50,976	51,876	47,800	51,542
Fringe Benefits	14,989	14,122	13,550	15,072
Overtime	-	-	-	-
Employee Recognition	-	-	-	95
Personnel Subtotal	65,965	65,998	61,350	66,709
Supplies	-	-	-	-
Services and Charges	26,799	110,600	109,050	110,600
Miscellaneous	1,286	4,550	2,550	4,200
Division Total	94,050	181,148	172,950	181,509

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.60	0.60	6.60
FTEs without benefits	-	-	-
Division Total	0.60	0.60	0.60

Position Title	Adopted FY13	Proposed FY14
Affordable Housing Manager	0.60	0.60
Division Total FTEs	0.60	0.60

Housing and Community Development

Division – Affordable Housing

Division Purpose:

Increase awareness of affordable homeownership and rental housing programming available to the community. Provide technical and organizational assistance to tenant associations and condominium boards.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$8,198 less than budget.
- The variance is attributable in part to lower than anticipated personnel and training expenses.

FY14 Budget Highlights:

- Division expenditures are \$361 higher compared to budgeted expenditures for FY13.
- Division FTEs remain unchanged.
- Approximately 37 percent of division expenditures are personnel related.
- Services and charges represent about 61 percent of division expenditures. This category includes the cost of the City's contract for services incurred through the Capacity Building Initiative (\$27,500) and educational programming (\$3,000). This category also includes continued funding (\$80,000) to assist property owners in correcting identified exterior property maintenance code violations.

Management Objectives:

- Partner with nonprofit organizations and other public entities to advocate for the development and preservation of affordable rental and homeownership opportunities throughout the community.
- Promote the establishment of new tenant associations and nurture existing associations facilitating their ongoing operation.
- Coordinate exterior repairs of homes of income eligible homeowners.
- Finalize and implement new community impact indicators.

Performance/Workload Measures:

Measurement	Calendar Year		
	2011	2012	2013
Educational Seminars	12	2	3
Housing Fairs	2	1	1
Tenant Capacity Building Initiative Projects	12	7	10
Payment in Lieu of Taxes (PILOT) Agreements Executed	4	1	1
Tenant Opportunity to Purchase Properties Monitored	10	12	15
Takoma Park Newsletter Articles	11	11	11
Exterior Housing Repair Projects	0	25	35

Communications

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Communications	327,657	347,579	320,758	442,650
Department Total	327,657	347,579	320,758	442,650

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	159,075	158,111	150,950	230,900
Fringe Benefits	38,620	39,018	33,365	41,100
Overtime	1,186	1,000	1,093	1,000
Employee Recognition	-	-	-	-

Personnel Subtotal	198,881	198,129	185,408	273,000
Supplies	6,399	18,750	15,150	44,250
Services and Charges	121,166	125,400	117,900	117,100
Miscellaneous	1,211	5,300	2,300	8,300
Department Total	327,657	347,579	32,758	442,650

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Cable Franchise Fees	245,246	198,000	198,000	247,619
Cable Operating Grant	71,227	72,000	73,349	425,000
Subtotal	316,473	270,000	271,349	672,619
General Fund	11,184	77,579	49,409	(229,969)
Department Total	327,657	347,579	320,758	442,650

Staffing Summary Department (FTEs) *	Adopted FY12	Adopted FY13	Proposed FY14
Communications	2.00	2.00	4.00
Department Total	2.00	2.00	2.00

Staffing Summary By Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	2.00	2.00	4.00
FTEs without benefits	-	-	-
Department Total	2.00	2.00	4.00

Position Title	Adopted FY13	Proposed FY14
TV Production Manager	1.00	1.00
Media Assistant	1.00	1.00
AV Specialist	-	2.00
Department Total FTEs	2.00	4.00

* Department FTEs do not include part-time staff.

Communications

Department Summary

Department Overview:

The mission of the Communications Office is to use media and technology to communicate effectively with residents regarding City services and programs. The Communications Office operates Takoma Park City TV (the government access cable channel), maintains the City's website and social media outlets, publishes the City's monthly newsletter, and works to promote the City through positive relations with local media.

The City of Takoma Park is a co-franchisor with Montgomery County for provision of cable television services. As such, the City receives franchise fees and restricted funds for cable equipment. The County administers all cable franchise agreements for the City by contract. Cable television services are available to City residents from Comcast, RCN and Verizon.

City TV broadcasts City Council meetings live on cable television and via the City's website. City TV staff provides technical audio and lighting services for events in the Auditorium. Video from those and other community events are shown on the City's cable channel. Meetings and other recorded events may be viewed at any time through the video archive on the City's website. Staff also produces original magazine and talk shows that highlight community activities, issues and organizations.

The Media Specialist oversees the website, social media, and public relations activities. The Takoma Park Newsletter is published monthly and is mailed to all households in the City. The Newsletter is managed by contract with an outside editor.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$26,821 lower than budget.

FY14 Budget Highlights:

- Departmental expenditures are proposed to be \$95,071 higher — an increase of 27.4 percent — compared to budgeted expenditures for FY13.
- Departmental FTEs for full-time staff increase by two; the ongoing workload of part-time staff has become heavy necessitating the

creation of two full-time Audio-Visual Specialist positions and the reduction of hours by part-time and contract staff.

- Approximately 62 percent of departmental expenditures are personnel related.
- Personnel costs are up \$74,871 compared to budgeted expenditures for FY13. More departmental needs will be met by full-time staff rather than part-time staff and contractors.
- Services and charges account for about 26 percent of departmental expenditures, including \$70,000 for the Takoma Park Newsletter.

Management Objectives:

- Continue to refine the website and social media applications as tools for timely and effective interaction with the community and residents.
- Continue to recruit and train young people and others to ensure adequate staffing of Auditorium and City TV responsibilities.
- Protect the City's interests in franchise negotiations with telecommunications providers and in related negotiations with Montgomery County and ensure adequate funding for capital and operating expenses related to the City's cable television services.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
City TV Hours:			
Original programming	134 hrs	110 hrs	150 hrs
Council meetings	133 hrs	140 hrs	140 hrs
Auditorium events (not broadcast on TV)	52	55	55
Average number of website pages viewed per month	137,726	175,000	150,000
Average number of website pages viewed per visit	2.2	2.3	2.5
Social media account followers (FB, Twitter)	1,400	1,800	2,000
Average weekly active users of City's Facebook pages	871	925	1,000

Library

Department Summary

Dept. Expenditures by Division	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Library	900,227	975,151	950,443	1,075,286
Computer Learning Center	59,385	74,847	69,452	91,591
Department Total	959,612	1,049,998	1,019,895	1,166,877

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	592,498	619,807	605,061	697,870
Fringe Benefits	226,546	236,835	220,418	269,308
Overtime	393	500	1,029	1,200
Employee Recognition	200	450	450	250
Personnel Subtotal	819,637	857,592	826,958	968,628
Supplies	105,737	146,105	144,716	146,661
Services and Charges	27,225	35,301	36,221	40,088
Miscellaneous	7,013	11,000	12,000	11,500
Department Total	959,612	1,049,998	1,019,895	1,166,877

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Library Aid from County	95,900	151,320	127,618	108,810
Library Fines and Fees	30,824	34,825	37,322	40,000
Subtotal	126,724	186,145	164,940	148,810
General Fund	832,888	863,853	854,955	1,018,067
Department Total	959,612	1,048,998	1,019,895	1,166,877

Staffing Summary by Division (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
Library	7.88	7.88	8.88
Computer Learning Center	0.90	1.12	1.28
Department Total FTEs	8.78	9.00	10.16

Library

Department Summary

Department Overview:

The Takoma Park Library's mission is to respond to the literary, educational, and informational needs of a diverse community. It does so by providing and promoting up-to-date resources, collections, and referrals that match community interests, promote literacy and learning, nurture a love of books and stories, and present a broad range of views within an inviting and safe environment. The Library also operates the City's Computer Learning Center.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$30,103 lower than budget.
- The variance is attributable to lower than anticipated costs in personnel and supplies.

FY14 Budget Highlights:

- Departmental expenditures are \$116,879 higher, an increase of 11.1 percent compared to budgeted expenditures for FY13.
- Departmental FTEs increase by 1.16.
- Approximately 83 percent of departmental expenditures are personnel related.

- Personnel costs are up by \$111,036 compared to budgeted expenditures for FY13 primarily due to increased operating hours of the Computer Center and Library, and added support for children's services and programming and their related staffing costs.
- Approximately 13 percent of departmental expenditures are supplies. This category includes the cost of books, periodicals, digital and print reference materials, media, furniture, and computer and office supplies, including all materials needed for processing and circulation.
- Services and charges represent about four percent of departmental expenditures. They include contractual costs and support for circulation and cataloging records and functions.



Library

Division Summary – Library

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Library	900,227	975,151	950,443	1075,286
Division Total	900,227	975,151	950,443	1075,286

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	554,033	567,379	557,632	634,451
Fringe Benefits	213,668	221,999	206,578	249,648
Overtime	393	500	629	800
Employee Recognition	200	400	400	200
Personnel Subtotal	768,294	790,278	765,239	885,099
Supplies	102,395	141,008	139,639	141,455
Services and Charges	22,528	33,665	34,365	38,232
Miscellaneous	7,010	10,200	11,200	10,500
Division Total	900,227	975,151	950,443	1,075,286

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	7.50	7.50	8.50
FTEs without benefits	0.38	0.38	0.38
Division Total	7.88	7.88	8.88

Position Title	Adopted FY13	Proposed FY14
Library Director	1.00	1.00
Library Manager	3.00	3.00
Librarian	-	0.50
Library Assistant	3.50	4.00
Library Shelver	0.38	0.38
Division Total FTEs	7.88	8.88

Library

Division – Library

Division Purpose:

Provides circulation and reference services. Resources include Internet access, on-line reference tools, research databases, books, magazines, and audio books and music on CD. Sponsors more than 300 programs each year for children of all ages and adults, including programs in Spanish and French.

Adopted to Estimated Actual FY13:

- Division expenditures are expected to be \$24,708 less than budget.
- The variance is primarily attributable to less than anticipated expenditures for personnel costs and new furnishings.

FY14 Budget Highlights:

- Division expenditures are \$100,135 higher — an increase of 10.3 percent — compared to budgeted expenditures for FY13.
- The variance is primarily attributable to increases in personnel costs and for Sunday operating hours, to support children's services, and for some furnishings and contracts.
- Division FTEs increase by 1.00.
- Approximately 82 percent of division expenditures are personnel related.
- Other major division expenditures include supplies, consisting of all purchased books, periodicals, reference materials, media, computer-related items, and office materials, including all materials needed for processing and circulation. Together, these areas account for \$141,455 or about 13 percent, of division expenditures.

Management Objectives:

- Meet community demand for Sunday Library hours by providing informed and professional service from 12 to 5.

- Plan and implement new programs on Sundays with professional support – to include “passive” and “make-and-take” programs.
- Respond to community demand for downloadable e-books, and further promote and encourage the use of our existing on-line resources.
- Continue collaborations with Politics and Prose bookstore, Historic Takoma and the New Hampshire Avenue Recreation Center. Together with our Friends of the Library, they offer new and expanded opportunities for community engagement, outreach and cost-effective author programs.
- Respond to the growing popularity of the Caldecott Club among readers of all ages by continuing it in the new Fiscal Year.
- Further expand the range of graphic novels in our collection to engage the youngest readers.
- Strive to maintain or increase current levels of borrowing and in-house use of materials.
- Seek community input to plan for the Library's future.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Circulation of materials	115,973	115,710	116,500
Circulation per capita	6.81	6.80	6.84
In-library use of materials	53,117	51,478	53,000
Use per capita	3.12	3.02	3.11
Program attendance	14,522	14,316	14,000

Library

Division Summary – Computer Learning Center

Division Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Computer Learning Center	59,385	74,847	69,452	91,591
Division Total	59,385	74,847	69,452	91,591

Division Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	38,465	52,428	47,429	63,419
Fringe Benefits	12,878	14,836	13,840	19,660
Employee Recognition	-	50	50	50
Temporary Assistance	-	-	400	400
Personnel Subtotal	51,343	67,314	61,719	83,529
Supplies	3,342	5,097	5,077	5,206
Services and Charges	4,697	1,636	1,856	1,856
Miscellaneous	3	800	800	1,000
Division Total	59,385	74,847	69,452	91,591

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.75	0.75	0.75
FTEs without benefits	0.15	0.37	0.53
Division Total	0.90	1.12	1.28

Position Title	Adopted FY13	Proposed FY14
Library Instructor	1.12	1.28
Division Total FTEs	1.12	1.28

Library

Division – Computer Learning Center

Division Purpose:

Manages and operates two computer rooms, with 20 public access workstations which are available seven days a week. Offers Internet, word processing, spreadsheets, and more to users of all ages. Maintains four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

Adopted to Estimated Actual FY13

- Division expenditures are expected to be \$5,395 less than budget.
- The variance is primarily attributable to lower than anticipated costs for personnel.

FY14 Budget Highlights:

- Division expenditures are \$16,744 higher — an increase of 22.4 percent — compared to budgeted expenditures for FY13.
- The variance is mainly attributable to personnel increases to support Sunday operating hours.
- Division FTEs increase by 0.16.
- Approximately 91 percent of division expenditures are personnel related.

Management Objectives:

- Reinstate Sunday operating hours in the Computer Center.
- Pursue our “Closing the Distance” pilot project to bring free “EdX” on-line college courses to the Community Center, with in-person seminars led by experts.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of Internet sessions (log-ons)	23,901	23,684	23,700
Hours Used	16,336	15,788	15,800

Non-Departmental

Non-Departmental Summary

Source of Funds	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
General Fund	785,613	952,956	891,694	1,115,749
Total	785,613	952,956	891,694	1,115,749

Dept. Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Employee Recognition	11,949	15,500	12,700	15,000
Other Fringe Benefits	26,665	45,151	56,280	57,869
Workers' Compensation Insurance	434,738	410,000	394,066	460,000
Personnel Subtotal	473,352	470,651	463,046	532,869
Supplies	-	3,910	2,910	-
Services and Charges	76,546	130,900	111,009	89,000
Miscellaneous	235,715	347,495	314,729	493,880
Department Total	785,613	952,956	891,694	1,115,749

Supplemental Information:

Measurement	Actual FY12	Estimated FY13	Estimated FY14
Number of auto liability insurance claims	12	13	13
Number of general liability insurance claims	-	1	1
Number of police liability insurance claims	-	-	-
Number of public official insurance claims	-	-	-
Number of property insurance claims	6	1	1
Number of worker's compensation insurance claims (07/01/2012 – 04/02/2013)	30	20	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	151	165	165

Non-Departmental

Department Summary

Department Overview:

This budgetary unit provides for the cost of government services that are not directly attributable to a specific City department. These items include liability and property insurance coverage, employee training, and certain expenses related to the City's cultural programming. Other non-departmental expenditures include the contingency monies set aside as required by the City Charter.

Adopted to Estimated Actual FY13:

- Departmental expenditures are expected to be \$61,262 lower than budget.
- The variance is attributable to credits that reduced insurance costs and unexpended general contingency funds. Staff training costs will also be less than anticipated.

FY14 Budget Highlights:

- Departmental expenditures are \$162,793 higher — an increase of 17.1 percent — compared to budgeted expenditures for FY13. The variance is attributable to increased funding for City grants (\$125,000) and the increase in workers' compensation (\$50,000).

- Approximately 48 percent of departmental expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.
- Services and charges account for about eight percent of departmental expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$89,000).
- Approximately 44 percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$166,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$107,380) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes employee training (\$10,000), the City's tuition reimbursement program (\$5,000), and supplemental emergency assistance services provided through the City's contractual arrangements (\$25,000).

Financial support for external organizations is also included in the miscellaneous category. Organizations/activities that will benefit from funding in FY13 include the Takoma Park Independence Day Committee (\$15,000), the Crossroads Community Food Network Farm to Table Program (\$20,000), and the Celebrate Takoma Festival (\$10,000). External entities will also benefit from the Large Community Grant Program (\$125,000).

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2014 - 2018

EQUIPMENT		FY14	FY15	FY16	FY17	FY18
Police - Vehicles						
Patrol Cars	ERR	\$ 215,442	\$ 263,814	\$ 271,599	\$ 279,750	\$ 236,804
Parking Enforcement Vehicle	ERR	\$ 20,300				
Police - Equipment						
Field Radio Equipment	SCF	\$ 315,000	\$ 44,200	\$ 25,000	\$ 25,000	\$ 25,000
Mobile Computers	SCF	\$ 17,823	\$ 18,358	\$ 18,912	\$ 14,800	\$ 14,900
Communication Office Radio Consoles	SCF	\$ 45,000				
Voice Recorder System	SCF		\$ 24,345			
Forensic Imager & Camera	SCF				\$ 22,700	
Public Works - Vehicle						
Pickup Trucks (#172)	ERR	\$ 30,000				
Dump Truck (#224 & #225)	ERR				\$ 130,600	
Dump Truck (#245 & #215 & #216)	ERR					\$ 298,800
Police Van	ERR			\$ 21,000		
Public Works - Equipment						
Leaf Collection Vacuums	ERR			\$ 19,500	\$ 20,500	\$ 20,800
Crackfilling Machine	ERR		\$ 42,000			
Vehicle Lift 2	ERR		\$ 11,000			
Oil Containment Center	ERR	\$ 11,000				
Vehicle Exhaust System	ERR		\$ 35,500			
Leaf Box (1 of 7)	ERR		\$ 5,000		\$ 5,300	\$ 5,400
Steam Cleaner	ERR			\$ 8,500		
Equipment Maintenance Tool Boxes (Box 1)	ERR		\$ 7,000			
Large Air Compressor	ERR	\$ 13,500				
Genisys Master Diagnostic	ERR			\$ 6,050		
Fuel Dispensing Software	ERR				\$ 20,900	
Replace Riding Mower	ERR				\$ 9,000	
Leak Detection System (Veder Root TLS300)	ERR	\$ 11,000				
Replacement of Underground Fuel Tanks	ERR		\$ 275,000			

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2014 - 2018

Public Works - Equipment		FY14	FY15	FY16	FY17	FY18
Replacement of HVAC Controls - Community Center	ERR			\$ 108,000		
Replacement of Emergency Generator - Community Center	ERR		\$ 43,347			
Replacement of Overhead Doors in the Mechanic Shop	ERR				\$ 24,125	
Trailer Aerial Lift	ERR					\$ 41,800
Miller Mig Welder	ERR					\$ 9,200
Spill Basins For Fueling Station	ERR					\$ 11,500
Recreation - Vehicle						
Recreation Bus	ERR					\$ 75,000
Recreation - Equipment						
Signature Series Cable Motion Machine	GF				\$ 6,000	
Elliptical Fitness Machine	ERR				\$ 5,800	
Treadmill (Two)	ERR	\$ 11,000				
Basketball Arcade Game - Game Room	ERR				\$ 7,000	
Administration/Communications (City TV)						
City TV Control Room Equipment	SRF			\$ 15,000		
City TV Digital Playout (Server Room)	SRF				\$ 7,000	
Signage Lobby Display	SRF				\$ 5,000	
City TV Control Room Broadcast Pix Switcher System	SRF		\$ 5,000			
Computer Center Media Lab	SRF		\$ 24,000			
CableTV 13 Network Switching & Routing Equipment	SRF		\$ 15,500			
CableTV 13 Editing & Playback Servers	SRF		\$ 29,500			
Departmental - Vehicles						
Administrative Pool Vehicle (#177)	ERR	\$ 28,000				
Information Technology						
Closed Circuit TV	ERR				\$ 14,000	
Fiber Connectivity	SRF					
House Phone System Replacement	ERR	\$ 120,000				
Document Imaging Management System	GF		\$ 40,000	\$ 26,000		

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2014 - 2018

Information Technology		FY14	FY15	FY16	FY17	FY18
Millennium Door Security Hardware/Software	ERR				\$ 30,000	
Government Services Financial Software	ERR	\$ 200,000				
Server Replacement	ERR				\$ 60,000	
Video Surveillance	ERR				\$ 25,000	
Data Center Design and Build	SRF	\$ 75,000				
SUBTOTAL - EQUIPMENT		\$ 1,113,065	\$ 883,564	\$ 519,561	\$ 712,475	\$ 739,204

STREETS AND SIDEWALKS		FY14	FY15	FY16	FY17	FY18
Street Light Upgrade	GF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Holton Lane Gateways	SRF		\$ 90,000			
Holton Lane Gateways	GF		\$ 30,000			
Neighborhood Commercial Center Improvements	GF	\$ 100,000		\$ 150,000		\$ 150,000
Flower Avenue Green Street Project	GF	\$ 596,000		\$ 200,000		
ADA Sidewalk Retrofit Project	GF	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	
New Sidewalk Design/Construction & Traffic Calming	GF	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Safe Routes to School Sidewalk Program	SRF	\$ 37,542				
Public Art	GF	\$ 20,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 35,000
Ethan Allen Gateway Streetscape	GF	\$ 105,000	\$ 105,000			
Ethan Allen Gateway Streetscape	SRF		\$ 350,000	\$ 825,000	\$ 825,000	
Takoma Junction Streetscape Plan	GF	\$ 250,000				
Takoma Junction Streetscape Improvements	SCF		\$ 800,000			
ROW Trail Development	GF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Pay Stations - Old Town Parking Areas	GF	\$ 15,000	\$ 15,000	\$ 15,000		
SUBTOTAL - STREETS		\$ 2,668,542	\$ 2,960,000	\$ 2,760,000	\$ 2,400,000	\$ 1,130,000

PARKS		FY14	FY15	FY16	FY17	FY18
Colby Park Playground	GF Transfer SRF	\$ 7,000	\$ 37,500			
Colby Park Playground	SRF	\$ 21,000	\$ 112,500			
Sligo Mill Overlook Park Design & Construction	GF Transfer SRF	\$ 7,000	\$ 37,500			
Sligo Mill Overlook Park Design & Construction	SRF	\$ 21,000	\$ 112,500			

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2014 - 2018

PARKS		FY14	FY15	FY16	FY17	FY18
BY Morrison Park Study	GF	\$ 30,000				
BY Morrison Park Improvements	SRF		\$ 60,000			
SUBTOTAL - PARKS		\$ 86,000	\$ 360,000	\$ -	\$ -	\$ -

FACILITIES		FY14	FY15	FY16	FY17	FY18
Community Center						
Air Handler #1 (Police Level)	ERR	\$ 16,500				
Air Handler #2 (Police Level)	ERR		\$ 18,000			
Fan Coil Units (6) - Recreation Office	ERR				\$ 15,000	
Community Center Building Improvements	GF	\$ 35,000				
Library						
New Carpet - Public areas	FMR		\$ 40,000			
A/C System	ERR			\$ 20,000		
Library Security Gate	ERR	\$ 9,000				
Library Useful Software/Hardware	ERR		\$ 38,188			\$ 41,729
Public Works						
Precast Concrete Walls for Mulch Area	GF	\$ 26,100				
SUBTOTAL-FACILITIES		\$ 86,600	\$ 96,188	\$ 20,000	\$ 15,000	\$ 41,729

STORMWATER MANAGEMENT		FY14	FY15	FY16	FY17	FY18
Maplewood and Maple Avenue	SW	\$ 30,000				
Larch Avenue and Glazewood Avenue	SW	\$ 45,000				
Flower Avenue and Cherry Avenue	SW	\$ 50,000				
Elm Ave & Prince Georges Ave	SW		\$ 60,000.00			
Jackson Ave and Glenside Dr	SW		\$ 36,000.00			
Glenside Dr and Anne St	SW		\$ 17,000.00			
SW Corner of Grant Ave and Holly Ave	SW		\$ 17,000.00			

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2014 - 2018

STORMWATER MANAGEMENT		FY14	FY15	FY16	FY17	FY18
Maple Avenue at Franklin Apt	SW			\$ 65,000		
Male Avenue at Parkview Towers	SW			\$ 60,000		
Design Trash Interceptor at Sligo Mill Outfall	SW			\$ 40,000		
Poplar Avenue across from Gude Ave	SW				\$ 40,000	
Cockerville Ave, 4th and Orchard Ave	SW				\$ 30,000	
13th Avenue - Hillwood Manor playground	SW				\$ 50,000	
Sycamore Avenue @ Coop	SW				\$ 35,000	
Maple Avenue parking lane at Community Center	SW					\$ 40,000
Second Ave and Allegheny Ave Pipe Realignment	SW					\$ 65,000
SUBTOTAL - STORMWATER MANAGEMENT		\$ 125,000	\$ 130,000	\$ 165,000	\$ 155,000	\$ 105,000

CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2014 - 2018

		FY14	FY15	FY16	FY17	FY18
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 685,742	\$ 738,849	\$ 454,649	\$ 646,975	\$ 741,033
CIP Total – Items funded by Facility Maintenance Reserve	FMR	\$ -	\$ 40,000	\$ -	\$ -	\$ -
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 2,722,100	\$ 1,760,000	\$ 1,961,000	\$ 1,581,000	\$ 1,130,000
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer SRF	\$ 14,000	\$ 75,000	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 377,823	\$ 886,903	\$ 43,912	\$ 62,500	\$ 39,900
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 154,542	\$ 739,000	\$ 840,000	\$ 837,000	\$ -
CIP Total Stormwater Fund	SW	\$ 125,000	\$ 130,000	\$ 165,000	\$ 155,000	\$ 105,000
CIP GRAND TOTAL		\$ 4,079,207	\$ 4,369,752	\$ 3,464,561	\$ 3,282,475	\$ 2,015,933

Legend

GF – General Fund

ERR – Equipment Replacement Reserve

FMR – Facility Maintenance Reserve

SRF – Special Revenue Fund

SCF – Speed Camera Fund

SW – Stormwater Fund

Debt Service

This budgetary unit provides for the payment of principal and interest payments on the City's outstanding debt obligations. These obligations were incurred as a result of long or short-term borrowing or lease financing. Further information about the City's outstanding obligations is provided below.

Notes and Bonds

On May 26, 2005, the City issued bonds in the amount of \$2,600,000 to be used for the community center construction project. The principal and interest payments (based on variable interest rates) are to be repaid in variable amounts, increasing each year until the bonds are paid.

The annual installments for the repayment of the bonds as of June 30, 2012 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 118,500	\$ 76,246	\$ 194,746
2015	123,000	71,269	194,269
2016	127,500	66,103	193,603
2017	133,000	60,747	193,747
2018	138,000	55,162	193,162
2019 – 2025	<u>1,140,000</u>	<u>208,086</u>	<u>1,348,086</u>
Total	<u>\$ 1,780,000</u>	<u>\$ 537,613</u>	<u>\$ 2,317,613</u>

On July 27, 2010, the City issued bonds in the amount of \$1,500,000. The bond proceeds were used for the design and renovation of the Public Works Facility. The principal and interest payments are to be repaid semi-annually each year based upon an interest rate of 2.97% until the bonds are paid. The final payment is due June 30, 2020.

The annual installments for the repayment of the bonds as of June 30, 2013 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 145,000	\$ 32,670	\$ 177,670
2015	150,000	28,363	178,363
2016	155,000	23,909	178,909
2017	155,000	19,305	174,305
2018	160,000	14,702	174,702
2019-2020	<u>335,000</u>	<u>14,999</u>	<u>349,999</u>
Total	<u>\$1,100,000</u>	<u>\$ 133,948</u>	<u>\$ 1,233,948</u>

In June 2004, the City entered into a Community Legacy Program Loan Agreement with the Maryland Department of Housing and Community for an unsecured loan of up to \$300,000 for the construction of a multi-level public parking structure in the Old Town business district. This Agreement was amended in June 2008, and funds were reallocated for other parking related improvements. The City received loan proceeds in the amount of \$150,000 in Fiscal Year 2010. The interest rate is zero percent, and the entire principal of \$150,000 is deferred until June 2022.

Stormwater Management Fund

Fund Summary

Fund Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Stormwater Management	406,841	608,943	533,694	448,900
Fund Total	406,841	608,943	533,694	448,900

Fund Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	57,792	86,801	62,204	85,800
Fringe Benefits	17,307	28,237	16,960	30,200
Workers Compensation	-	2,600	2,130	2,000
Personnel Subtotal	75,099	117,638	81,294	118,000
Supplies	112,607	146,000	113,500	128,000
Services and Charges	53,687	84,305	77,900	77,900
Capital Outlay	165,448	261,000	261,000	125,000
Fund Total	406,841	608,943	533,694	448,900

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	0.75	1.15	1.15
FTEs without benefits	-	-	-
Fund Total	0.75	1.15	1.15

Position Title	Adopted FY13	Proposed FY14
City Engineer	0.50	0.50
Special Projects Coord.	0.40	0.40
Administrative Assistant	0.25	0.25
Fund Total FTEs	1.15	1.15

Stormwater Management Fund

Fund Overview:

The City is responsible for providing stormwater management services, including the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. These services, which are directed by the Public Works Department, also include ensuring compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY14, the rate is proposed to remain \$55.

Adopted to Estimated Actual FY13:

- Expenditures are expected to be \$75,249 lower than budgeted.
- The variance is attributable to a delay in hiring a new position and an adjustment in the project list.

FY14 Budget Highlights:

- Fund expenditures are \$160,043 lower — a decrease of 26.2 percent — compared to budgeted expenditures for FY13.
- The budgetary decrease is attributable to lower capital outlay, supply costs, and contract costs.
- Fund FTEs remain unchanged.
- Approximately 26 percent of fund expenditures are personnel related. In addition to a share of the cost of the Special Projects Coordinator, personnel costs include one-half of the cost of the City Engineer and one-quarter of the cost of an Administrative Assistant position.
- Supplies represent about 29 percent of fund expenditures.
- Services and charges represent about 17 percent of fund expenditures.

- Capital expenditures total \$125,000, or about 28 percent of fund expenditures.

Management Objectives:

- Provide TV inspection and cleaning of one-third of the stormwater system on an annual basis.
- Maintain list of known system problems. Schedule repair of system defects as funding becomes available.
- Plan and implement additions to the stormwater system to enhance bio-retention and infiltration of stormwater to meet Best Management Practices required by the State and EPA.
- Continue programs to meet the NPDES requirements.
- Identify areas for impervious pavement reduction.

Performance/Workload Measures:

Measurement	Actual FY12	Estimated FY13	Projected FY14
Number of stormwater permits issued	4	6	6
Number of stormwater concept plans reviewed	5	7	7
Number of waivers granted	0	0	0
Linear feet of line inspected and cleaned	1,029	12,000	15,000
Number of inlets cleaned	39	40	40
Number of emergency cleaning calls	1	2	2
Number of repaired inlets	8	4	5
Number of pavement or grade corrections for drainage	6	5	5
Linear feet of pipe replaced	73	80	80
Number of new inlets constructed	5	5	5
Linear feet of new pipe	880	150	150
Square feet of infiltration trenches constructed	2,634	2,500	3,000

Special Revenue Funds

Project Descriptions

General Government

Cable Equipment Grants

\$85,000

Capital equipment grant funds are based on the City's franchise agreements with Comcast, RCN (formerly Starpower), and Verizon. The Comcast grant provides a fixed amount on an annual basis over the life of the 15-year franchise agreement. The RCN and Verizon grants are based on a percentage of revenues. The monies are earmarked for capital expenditures to support the City's access channel. In FY 2014, most of the funds will be expended to design and build a data center.

Bank Charges for Special Revenue Funds

\$500

Operating transfer from General Fund to pay for bank charges for maintenance of Special Revenue Funds account.

Housing and Community Development

Single Family Program / ReBuilding Together

\$92,765

Project provides for the abatement of exterior code violations for income-qualified homeowners using supervised volunteers and construction specialists organized by the subrecipient, ReBuilding Together Montgomery County. Funding provided by the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY39).

Crossroads Community Food Network

\$7,734

Culturally and linguistically appropriate job training focusing on food production and linkage of micro-entrepreneurs with existing resources and local food mentors. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY39).

MHP Homework Club

\$3,891

Preschool, homework club and summer enrichment program offered by Montgomery Housing Partnership (MHP) for children ages 3 to 12 of families residing at 7610 Maple and Gilbert Highlands. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY39).

YMCA Youth Group Therapy

\$4,745

Program provides weekly therapeutic group sessions conducted by the YMCA of Metropolitan Washington DC – Youth and Family Services for Takoma Park Middle School students at risk of suspension or other disciplinary action. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY39).

Safe Routes to School

\$8,200

Implementation of a variety of initiatives designed to increase the number of school age children who walk to and from school. Programming includes consultant services, pedestrian counts, bicycle and pedestrian workshops and other educational programming. Funding provided by the Maryland Highway Safety Program's Safe Routes to School Program (Program Year E).

Recreation

Park Projects

\$56,000

Projects include the design costs for playgrounds that will be constructed at Colby Park and Sligo Mill Overlook Park in FY2015. Partial funding (\$42,000) provided by the State of Maryland, Department of Natural Resources, Program Open Space Program. The City will provide matching funds of \$14,000.

Special Revenue Funds

Project Descriptions

Public Works

Safe Routes to School

\$37,542

Program includes funding for the design and construction of sidewalks identified in the Missing Sidewalk Study. Funding awarded by the Maryland Highway Safety Program's Safe Routes to School Program. (Program Year E)

Speed Camera Fund

Fund Summary

Fund Expenditures	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Speed Camera Fund	2,162,633	2,781,065	2,511,170	1,432,113
Fund Total	2,162,633	2,781,065	2,511,170	1,432,113

Fund Expenditures by Type	Actual FY12	Adopted FY13	Estimated FY13	Proposed FY14
Wages	237,138	359,009	270,733	188,100
Fringe Benefits	122,176	188,551	136,777	124,500
Workers Compensation	-	32,000	25,277	19,000
Overtime	27,771	25,000	37,820	20,000
Clothing Allowance	4,230	7,200	5,210	7,200
Employee Recognition	-	50	700	150
Personnel Subtotal	391,315	611,810	476,517	358,950
Supplies	136	100	-	-
Services and Charges	806,845	539,816	552,628	665,340
Miscellaneous	145,584	164,339	164,339	92,823
Capital Outlay	818,753	1,465,000	1,317,686	315,000
Fund Total	2,162,633	2,781,065	2,511,170	1,432,113

Staffing Summary by Position Type (FTEs)	Adopted FY12	Adopted FY13	Proposed FY14
FTEs with benefits	4.13	6.26	3.00
FTEs without benefits	-	-	-
Fund Total	4.13	6.26	3.00

Position Title	Adopted FY13	Proposed FY14
Police Sergeant	1.00	1.00
Police Officer	1.00	1.00
Traffic Officer	1.00	-
Photo Enforcement Analyst	1.00	1.00
Communications Emergency Management Supervisor	1.00	-
Research/Policy Manager	0.50	-
Crossing Guard	0.76	-
Fund Total FTEs	6.26	3.00

Speed Camera Fund

Fund Overview:

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's safe speed program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. The City's speed camera program went into effect on April 1, 2009.

Adopted to Estimated Actual FY13:

- Fund expenditures are expected to be \$269,895 lower than projected.
- This variance is attributable to less than anticipated capital outlay expenditures and lower personnel costs due to staff vacancies.

FY14 Budget Highlights:

- Fund expenditures are \$1,348,952 lower — a decrease of 48.5 percent — compared to budgeted expenditures for FY13.
- The variance is attributable to the decrease in capital outlay, and the transfer of staff to the Police Department.
- Fund FTEs decrease by 3.26.
- Personnel costs represent 25 percent of fund expenditures.
- Services and charges represent about 46 percent of fund expenditures. This category includes the cost of the City's contract with Xerox State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.

- Miscellaneous costs represent about six percent of fund expenditures. Funding is provided for the acquisition of police equipment items, including mobile computers and communications radio consoles.
- Capital Outlay expenditures are budgeted at \$315,000 and represent 22 percent of fund expenditures. The funding is earmarked for Police Field Radio equipment.



Community Profile

The City of Takoma Park is a residential community approximately 2.4 square miles in size. It is located in the southern part of Montgomery County, Maryland and is an inner suburb of Washington, D.C.

The City of Takoma Park was incorporated in 1890. It currently has a population of 16,715 (2010 U.S. Census).

City residents benefit from the excellent Montgomery County public school system. The Takoma Park-Silver Spring campus of Montgomery College and the four-year Washington Adventist University are located in Takoma Park.

Takoma Park has a large historic district, two major commercial districts, many parks, and attractive, walkable neighborhoods. The City is located along the Red Line of the region's Metrorail system and is well served by bus systems and bicycle trails. Offices, attractions, and entertainment are close by in adjacent Washington, D.C. and Silver Spring, Maryland. Baltimore and Annapolis are a short distance away via I-495 and I-95.

Because of its location and attractive environment, Takoma Park is a highly desirable place to live. Its economic health rests heavily on the value of its residential property. According to the American Community Survey (ACS) 2007-2011, the median value of an owner-occupied housing unit was \$473,300. Owner-occupied housing units comprise 52.4% of all housing units; renter-occupied units comprise 47.6%.

The City of Takoma Park operates under a Council-Manager form of government. Policymaking and legislative authority are vested in a governing body consisting of seven members (Mayor and six Councilmembers). The City Council is elected on a non-partisan basis. All seven members serve two-year terms. The City Council's responsibilities include appointing the City Manager and City Attorney, adopting the City's annual budget, passing ordinances and resolutions, appointing members to City boards and commissions, and representing the City at official functions. The City Manager is responsible for implementing the policies of the City Council, overseeing the day-to-day operation of the City, and appointing the directors of the various City departments.

The following statistics provide comparative information about the City of Takoma Park.

	1990 Census	2000 Census	2010 Data
Total population	16,700	17,299	16,715
Population under 5 years	1,320	1,237	1,254
Population 18 years and over	13,179	13,224	12,966
Population 65 years and over	1,773	1,529	1,668
Total households	6,822	6,893	6,569
Per capita income	17,942	26,437	40,070*
Median household income	37,144	48,490	69,474*
High school graduate or higher	10,041	9,933	10,735*
White	9,200	8,440	8,192
Black or African-American	6,013	5,876	5,843
American Indian and Alaska Native	61	76	45
Asian, Native Hawaiian, Pacific Islander	717	760	740
Some Other Race	709	1,287	1,091
Two or More Races	n/a	860	804
Hispanic or Latino (of any race)	1,619	2,494	2,417
Foreign born	3,549	4,917	5,192*
Speak a language other than English at home	3,113	5,034	4,566*

The majority of City residents are employed in managerial or professional occupations. Further information on the occupation of Takoma Park residents is provided below:

Managerial and professional	54.7 percent*
Sales and office occupations	19.3 percent*
Service occupations	16.4 percent*
Construction, extraction, maintenance	4.7 percent*
Production, transportation, material moving	4.9 percent*

* Data is from the American Community Survey, 2007-2011, and has a greater margin of error than Census data.

Source: American Community Survey, 2007-2011
U.S. Census